# PROCEEDINGS

## *PERSPECTIVES OTTAWA-CARLETON 2000+*

7:30 a.m. to 4:00 p.m.

OCTOBER 23, 1989

OTTAWA CONGRESS CENTRE

PLANNING DEPARTMENT

REGIONAL MUNICIPALITY
OF OTTAWA-CARLETON

JUNE 1990

Pub. # 21-02

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**Ronald S. Clark**
Chief Administrative Officer/
Directeur général

June 29, 1990

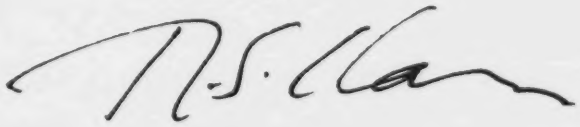
The symposium, "Perspectives Ottawa-Carleton 2000+", provided a forum for dialogue on the future of our region. These proceedings record the formal presentations. They provide not only a record but a stimulus for readers to think about our future.

The symposium brought together the public servants who plan the physical infrastructure of the region with the many private entrepreneurs whose efforts ensure our economic vibrancy. Part V, List of Registrants, reflects both the breadth and depth of participation.

The steering committee's efforts to look into the future to choose relevant topics was almost prophetic in the choice of the subject of the afternoon's Socratic Dialogue (Part IV), as events related to Lake Meech and possible Quebec separation have become even more plausible and thus the comments made by the 13 discussants much more relevant to our region.

The Regional Municipality of Ottawa-Carleton wants to play a stronger leadership role in ensuring a strong future for ourselves and succeeding generations. We are always seeking ideas and reactions to events and projects like "Perspectives Ottawa-Carleton 2000+" as a guide to improve our efforts to provide excellence and quality service.

Yours truly,



Ronald S. Clark,

Chief Administrative Officer

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A ONE-DAY SYMPOSIUM

Monday, October 23, 1989, 7.30 a.m. to 4:00 p.m.
Ottawa Congress Centre, Downtown at 55 Colonel By Drive

# FINAL PROGRAM

*SPONSORED BY:*

REGIONAL MUNICIPALITY OF OTTAWA-CARLETON (RMOC)

*AND*

OTTAWA-CARLETON ECONOMIC DEVELOPMENT CORPORATION (OCEDCO)

# CONGRESS LEVEL

- **7:30 a.m.** REGISTRATION (Will be moved to Capital Level at 9:30)

- **8:00 a.m.** OCEDCO Breakfast and address *Reception Area*
  (Simultaneous interpretation provided)

  **Topic**: "Ottawa-Carleton in the future"
  **Speaker**: John Kettle, Toronto-based Futurist and author of *The Big Generation* and publisher of **the John Kettle Future Letter**.

  **Breakfast Chairman**: Robin Ritchie, Chairman, OCEDCO; Partner, Burke-Robertson, Barristers

- **9:30 a.m.** Greetings from Conference Chairman *Reception Area*
  (Simultaneous interpretation provided)

  **Ron Clark** Chief Administrative Officer, Regional Municipality of Ottawa-Carleton

# CAPITAL LEVEL

- **9:45 - 10:45** SIMULTANEOUS WORKSHOPS (first set)

» ***1. Demographics and Lifestyles of the Future*** *Room 1A*

What will people be choosing to to do with their time and disposable income in after the year 2000? What impacts will these changes have on our economy? John Kettle will discuss changing lifestyles and expand on his breakfast remarks. Alan Frizzell will look at similar questions from a pollsters' perspective.

**Chairman:** **Gord Hunter** Regional Councillor Nepean

**Panelists:** **John Kettle** John Kettle Incorporated, Toronto

**Alan Frizzell** Associate Professor, School of Journalism; Director, Survey Centre, Carleton University

» ***2. The New Technologies: How Will They Transform Our Lives?*** *Room 2A*

The fax machine, the cellular telephone, and the laptop personal computer are becoming common personal electronics products. How will they, and other technologies still on the drawing board, affect work and life styles in ten years?

**Chairman:** **Keith McGruer** President, OCEDCO

**Panelists:** **Fred de Jong** Director Integrated Mail Processing Network, Canada Post Corporation, Ottawa

**Rod Bryden** President, Kinburn Corporation, Ottawa

**Vern L. Seligy** Head, Molecular Genetics, National Research Council, Ottawa

» ***3. The Federal Government in 2000+ (Simultaneous interpretation provided)*** ***Rooms 4B/5B***

There are growing signs - the growing federal deficit, Meach Lake, new public service realities - that suggest the federal government will no longer continue to generate the lion's share of the region's economic growth. What are the prospects for the year 2000 and beyond, and what alternatives to federal growth generation do we have?

**Chairman:** **David Daubney** Barrister and Solicitor, Solway Wright; former MP, Ottawa-West

**Panelists:** **Mike McCracken** President, Informetrica, Ottawa

**Ron Moores** Project Manager, Public Work Force 2000, Treasury Board, Ottawa

» ***4. Tomorrow's Social Safety Net: Will it Anticipate Tomorrow's Social Needs?*** ***Room 7A***

Proposed major reforms of welfare and unemployment insurance point to dissatisfaction with present programs. We have a growing homeless population. The Free Trade Agreement and other global economic trends are expected to cause fluctuations in the job market. Pressure is growing for a costly national day care scheme. The population is growing and aging. What will the appropriate social safety net be? Is it one we can afford?

**Chairman:** **Caroline Andrew** Vice-Dean, Faculty of Social Sciences, University of Ottawa

**Panelists:** **Marion Dewar** Executive Director, Canadian Council on Children and Youth; Former Mayor of Ottawa; and MP

**Allan Maslove** Professor, School of Public Adminstration, Carleton University

» ***5. Local Government in 2000+*** ***Room 3A***

What influence will a directly-elected Regional Council have? Is there a move toward one-tier government in metro areas? What is the future of NIMBY (Not in my back yard)? What lies ahead for contracting out of services and delegation down to neighbourhood levels? Will taxpayer revolt? Should we be looking forward to instant polling and other consultative innovations that the new technologies promise?

**Chairman:** **Darrel Kent** Regional Councillor, Ottawa (Alta Vista Ward)

**Panelists:** **Katherine Graham** Assistant Professor, School of Public Administration, Carleton University; Chair, Research Directorate, Ottawa-Carleton Regional Review ("Bartlett Commission")

**Harry Kitchen** Professor Department of Economics Trent University, and author of the Review of the Regional Municipality of Niagara

• **10:45 - 11:00** COFFEE BREAK

• **11:00 - 12:00** SIMULTANEOUS WORKSHOPS (2nd Set)

» ***1. The Effects of the Coming Global Economy on Ottawa-Carleton (Simultaneous interpretation provided)*** ***Rooms 4A/5A***

Free trade with the USA, the demise of duties on goods between European nations, and economic restructuring of communist countries will potentially change Canada's economy. Where is Canada's economy headed, and how does Ottawa-Carleton - with its federal government-dependent economy - fit in?

**Chairman:** **Lisa Hopkins** President, Ottawa-Carleton Board of Trade

**Panelists:** **Jean-Pierre Voyer** Senior Economist & Project Director, Perspective 2000, Economic Council of Canada, Ottawa

**Denzil Doyle** President, Doyletech Corporation, Kanata

» ***2. The Environment: Implications for Quality of Life and the Economy*** ***Room 2A***

Although Ottawa-Carleton has above-average air and water quality, we must face the cost of reducing environmental degradation elsewhere that can impact us here - e.g. acid rain. This leaves us with two dilemmas:
1. The better our environment and quality of life, the more we attract the very forces that will threaten them - e.g., high population growth, industrial development, more urban travel?
2. Is "urban life" compatible with "quality of life", considering the stress of compressed spaces and urban travel and considering the difficulties of the "bioregion" absorbing the waste products of urban life?

**Chairman:** **Diane Holmes** Regional Councillor, Ottawa (Wellington Ward)

**Panelists:** **Susan Berlin** Coordinator, Healthy Communities Project, Ottawa
**Julia Langer** Executive Director, Friends of the Earth, Ottawa
**Brian Jonah** Past-President, Glebe Community Association

» ***3. Financing the Future: Who Pays and When?*** ***Room 1A***

Municipalities, which have to finance themselves from the property tax base, are looking at alternative means of financing, such as the "user-pay" approach. What are the effects of this? Who ultimately pays? Will the livable city also be the affordable city?

**Chairman:** **Nancy Smith** Regional Councillor, Ottawa (St. Georges Ward)

**Panelists:** **Enid Slack** Enid Slack Consulting Incorporated, Toronto
**Gary Stamm** President, Stamm Economic Research, Toronto

» ***4. Tomorrow's Work Force: Balancing Workers' Expectations and Employers' Needs*** ***Room 3A***

Employers in the next decade face worker shortages, an aging workforce, increased computerization and capitalization costs, more job specialization, and influence of workers' lifestyle at the workplace. What innovations will be found to reconcile the squeeze between costs and meeting expanding markets?

**Chairman:** **Fred Thompson** President, Futurescan International Inc., Ottawa

**Panelists:** **Riel Miller** Manager, Policy and Research, Ontario Council of Regents for Colleges of Applied Arts and Technology, Toronto
**Prem Benimadha** Associate Director, Compensation Research Centre, Conference Board of Canada, Ottawa

» ***5. What Will Influence the Future Urban Form?*** ***Room 7A***

The automobile, over the last 40 years has shaped new urban development around the world. It has also affected the general ambiance and environment of cities. Housing and employment intensification might produce a more compact urban form and make walking-cycling-transit more viable. Can technology help? Will neighbourhoods balk? What other options are there, given impending gridlock?

**Chairman** **Jacquelin Holzman** Regional Councillor, Ottawa (Richmond Ward)

**Panelists:** **John Braaksma, PEng.** Professor, Derpartment of Civil Engineering, Carleton University; Principal, J.P. Braaksma & Associates, Ottawa
**Graham Bird** Vice-President, Development, Perez Corporation; former Regional Councillor, Ottawa
**Morris Neuman** President, Centrepointe Community Association

# CONGRESS LEVEL

- **12:00** Cash Bar — ***RECEPTION AREA***

- **12:30** Lunch (included in the registration - NO SPEAKER) — ***RECEPTION AREA***

# CAPITAL LEVEL

- **1:45 p.m.** Summary of the Morning Workshops — ***ROOMS 4B/5B***
  (Simultaneous Interpretation provided)

  Professor **Harvey Lithwick**, of Carleton University's School of Public Administration, Symposium Rapporteur, will summarize the ideas, insights and consensus of the morning sessions as background for the afternoon session.

- **2:00 p.m.** Socratic Dialogue — ***ROOMS 4B/5B***
  (Simultaneous Interpretation provided)

  **Moderator: Harry Elton,** Long-time broadcaster

  **Participants:**

| | |
|---|---|
| **Marion Dewar** | Executive Director, Canadian Council on Children and Youth, Ottawa; former Mayor of Ottawa; former MP, Hamilton Mountain |
| **Peter Clark** | former Mayor, Township of Cumberland (now with Perez Corporation) *[Andy Haydon, who earlier agreed to participate and whom Mr. Clark replaces, expresses his regrets.]* |
| **Yvonne O'Neill** | MPP for Ottawa-Rideau; Chairman, Ottawa-Carleton Liberal Caucus; former trustee on the Carleton separate and public school boards. |
| **Iris Craig** | President, Professional Institute of the Public Service of Canada, Ottawa |
| **Russ Barton** | President, Federation of Citizens Association of Ottawa-Carleton |
| **John Kettle** | John Kettle Incorporated, Toronto |
| **Ralph Tannis** | Chairman, Randa Foods, Ottawa |
| **Marlene Catterall** | MP, Ottawa West; former Alderman, City of Ottawa; former President, Association of Municipalities of Ontario |
| **Marc Grondin** | Chairman, Canada's Capital Visitors' and Convention Bureau; Vice-President, Ramada Inns of Canada, Hull |
| **Wes Nicol** | President, Tartan Homes, Ottawa |
| **Bob Reade** | Editorial Writer, *Ottawa Citizen* |
| **Gerry Turcotte** | President, Ottawa Carleton Research Institute |

  **(Other additions are possible)**

  **Format:** Mr. Elton will ask the participants to say how he or she *would* react if a hypothetical event actually took place. The moderator uses the responses from the participant to constantly shift the scenario to elaborate on future possibilities, and also to probe the inner workings of decision-makers and community institutions and interests.

- **4:00-5:00 p.m.** Cash Bar

## OTHER INFORMATION

**Planning:** The symposium has been organized by RMOC and OCEDCO with the assistance of an advisory planning committee of following people:

- Michael Noonan, Ottawa-Carleton Homebuilders Association,
- Jack McGuinty, Building Owners and Managers Association, National Capital Region
- Lisa Hopkins, Ottawa-Carleton Board of Trade
- Professor Harvey Lithwick, Carleton University (School of Public Administration)
- Len Romanica, City of Gloucester
- Ned Lathrop and Steve Cunliffe, Township of Cumberland
- Stirling Knox, National Capital Commission
- Ron Clark, CAO; Nick Tunnacliffe, Planning Commissioner; Gail Brown, Regional Clerk - RMOC
- Keith McGruer, President, OCEDCO

**Coordination**: Coordination was provided by the staff of the two sponsoring organizations:

Planning Department, RMOC:

- Pamela Sweet, Director, Policy and Program Division
- Chris Bradshaw, Community Relations Officer (Symposium Coordinator)
- Rob McKay, Planner (physical arrangements)
- Bill Serson, Carto/Graphics Designer (logo, poster, and signage)

OCEDCO:

- Keith McGruer, President
- Connie LeBrun, Association Coordinator

**Smoking:** Is discouraged at all sessions. Smoking will be permitted in **Room 6A**on the (lower) Capital Level, near the workshop and plenary rooms.

## Tell us what you thought of the Symposium

The RMOC Planning Department is already planning for another symposium next year. Please share your thoughts on this year's symposium and any ideas you have for future ones with any of the organizers or the coordinator.

*Mr. Chris Bradshaw,*
*Symposium Coordinator*
*Planning Department,*
*Regional Municipality of Ottawa-Carleton,*
*222 Queen Street, 8th Floor*
*Ottawa, Ontario, K1P 5Z3.*
*Phone: 560-2053, or fax: 560-6006*

# KEYNOTE ADDRESS

## INTRODUCTION
## by Mr. Len Potechin, Chairman of the Board, Regional Group of Companies:

Thank you. It is always a privilege to introduce a speaker. Our guest speaker is a futurist and you may ask whats a futurist. We are going to find out in just a couple of minutes. He left the army in 1949 and worked on newspapers and business publications. Since 1966 he has written over a million words on the future and he has been very accurate. As a futurist he is consulted by business, labour, governments at all levels including unions and various political parties. He a member of Statistics Canada Advisory Committee on Demographics Statistics and Studies. He is the author or editor of a number of books including *The Big Generation* and *Hindsight on the Future*, and I recommend them to you. Our speaker taught or lectured at several universities including McMaster, Queens and York. In 1982 he founded the *FutureLetter*. He is the President of John Kettle Incorporated and Future Search Publishing Incorporated. I present to you Mr. John Kettle.

## ADDRESS:
## by Mr. John Kettle:

Thank you for that warm welcome. I want to start with this very general statement because there is a problem about knowing what a futurist does. A futurist is someone who keeps questioning the status quo. What do we know? Why is that wrong? How could something new emerge that will change our plans? How can we stir up the pot? How can we say something else is going to happen?

By contrast, most of you are managers or have managerial responsibility and are really more like planners than futurists. You are saying, "Out of all this chaos, how can we come to one decision? How do we know something for sure? We have to decide to build a plant. We can't build it in 20 different places. We have got to pick out of the possibilities."

The futurist is always saying, "What else will happen?" So, I want to start out by saying this because it is very irritating to hear someone speak when you think a talk about the future is going to tell us what is going to happen. I don't know what is going to happen and I want to get this quite clear. I am going to say a number of things could happen, but there are reasons for thinking that some are more probable than others.

I'm going to talk about three topics today. One, about social change; one, economic change; and one, political change. The social change that I want to focus on briefly is this: Ottawa-Carleton is on the process of becoming a - it is already a very important player in Canadian life - but it in the process of becoming one of nine very big players in Canadian life which are in a sense beginning to replace the provinces as the major social elements in the country.

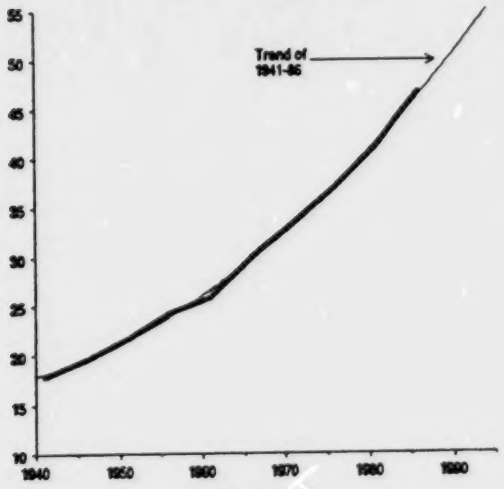


**Figure 1**

What I am showing you on the screen (Figure 1) are Canada's big cities - those with 500,000 people or more - there are at present nine of them. There used to be four of them. On this chart in 1941 cities with 500,000 people or more represented less than 20% of the population. This was a rural country. We became an urban country. What is clearly happening now is that we are becoming a metropolitan country. The metropolis is where it's at in Canada. As you can see in the trend - it is not even straight-line growth - it's accelerating growth from this quite quite small contribution of the major cities, to the point where I predict by next year, half of the county's population will live in these nine centres. They are Vancouver, Edmonton, Calgary, Winnipeg, Hamilton, Toronto, Ottawa, Montreal, Quebec. In our lifetime, these nine centres will represent 2/3 of the population of the country.

Now, Ottawa is one of these. And its growth, like the others, is going to be sensational. I want to show you what has happened in Ontario, not because it is the centre of the world, but because you know more about it that you do of the west or even what you know about the east. The point here is very clear. Here is the City of Toronto. Here is Ottawa-Carleton. Surrounding the City of Toronto is a region that is more or less intensely urbanized. It is continuous growth all the way around, stretching 50 miles to the west, 30-40 miles to the east, 60 miles to the north. The growth rate in that area around Toronto has been 10 to 30 percent a year through the 80s, not in the Toronto census metropolitan area, but in the area around it.

And in the area around that, which stretches almost up to Algonquin Park, which goes up to the Georgian Bay, and which stretches out almost to Stratford and beyond, the growth rate is 5-10% a year, as is the area around Ottawa stretching almost down to Kingston. In all the rest of the province, the growth rate is less than 5%. And what is happening is that people are moving from our great north further south; they are moving from the central area into the southern part and the south-western part. There are just two focuses of fast-growing population and it is not difficult to forecast that Ottawa-Carleton will have a population of 800,000, 900,000, 1,000,000 people in the lifetimes of younger people here. That Ottawa-Hull will have an even higher population. That

people will start living further and further from the centre. House prices will start to rise. All the things that you see happening in Toronto that seem so horrendous are beginning to happen here.

Why is this happening? Because cities have become the engines of growth. The metropolitan area itself generates a demand for services and also for goods. It generates a demand that is self-perpetuating. People come to a great city like this or to Toronto, Hamilton, Montreal, because it is exciting, because there is great shopping, because boys can meet girls, girls can meet boys, because there are good jobs, movies, plays, ballet, operas, symphonies, bookstores, food, great restaurants, and so on. They come here because it's a lifestyle and that creates jobs and all of that is self-perpetuating.

I asked the President of an insurance company "why aren't you decentralizing, why don't you move to Moncton, why don't you move to Sudbury?", and he said that, quite frankly, if I did, I would go alone; my wife won't move. It sounds like a ridiculous basis for making a decision affecting thousand of jobs and millions of dollars but that is the basis. People like to live in exciting places. These are just magnets, they just suck people in and everywhere else there are problems of growth but in Toronto and Ottawa there are no such problems.

So socially, I think we can expect the life of Ontario, and indeed the rest of Canada, is going to be focused in these few large metropolitan centers at the expense of everywhere else. The concept of Canada as a rural country is simply disappearing and in our lifetime will have gone.

I want to speak about some economic changes and realities that we need to talk about. Canada's share of world nickel production is not something that is uppermost in our mind at the moment but let me speak to you very briefly about the natural resource side of Canada's wealth. We have always thought of ourself as being a resource centre. Resources and industry have been what has made Canada great. The reality is that this has changed very fast already in the past and is going to change faster and we are going to have to think of ourselves in a different way.

In the 1930s over 80% of the world's nickel mining was done in Canada, in fact was done in this Province around Sudbury. The proportion is now down to slightly less than 20% in a 60-year period and my forecast is that by the end of the century it will be more like 10% simply because everywhere in the world are countries and companies that are learning to mine to mine nickel and for whom it is critical as an export commodity for balance- of-payments reasons, whereas for us it is not any longer critical.

What is true of nickel is also true of copper, true of iron ore, is true of sulphur, is true increasingly of renewable resources. The competition for wheat is becoming very intense. People in Agriculture Canada tell me there's a good chance that the demand for Canadian wheat will be down 25% by the end of the century because our customers already are beginning to grow their own and because of competition from others. India, that we once thought of as a "basket case", is exporting rice and wheat. Saudi Arabia, which is desert, has learned to grow wheat to the extent they are growing more than they can consume. They too are exporting wheat. I am giving you two examples but everywhere else you can see the same thing happening. The competition for pulp wood trees and so on all over the world.

So that is one side of it where we know our economy is going to change. The other side of it is in manufacturing. Let me give you one dramatic picture that you can understand very clearly: share of world automobile production (Figure 2).

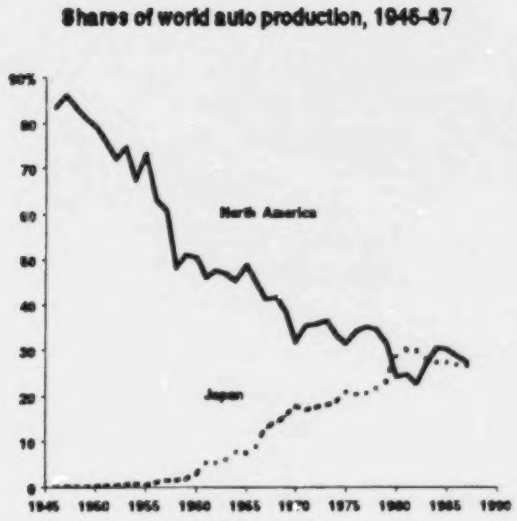


**Figure 2**

Again looking from about the end of the second world war, North America was building about 80% of all the automobiles that were built anywhere in the world. Mass production was "at home" in North America. Everywhere else they were using little rubber mallets, hand tools to make cars. In Japan one third of one percent of the world's automobile that year, 1946.

But look at what has happened in a period of 40 years: the North American share has dropped from 85% to 30%. The Japanese share has risen from essentially 0% to 30%. The Korean share is not even on here. Malaysia, places that we never thought of as automobile production centres, would now be visible on this chart.

The point I am making is that, like natural resources, manufacturing also is being internationalized or globalized. The competition is extremely intense. What is true of automobiles is true essentially of all manufacturing. This is a forecast that was made for the United Nations a few years ago. So far it is holding more or less true.

Let me tell you what it is saying here. This is shares of world manufacturing products, not just automobiles. In 1970 about a third of world manufacturing was done in North America. About a third was done by other developed countries, essentially Europe and a few others, and about 30% by the Soviet Block and the third world. About 9% or 10% was done in the third world countries, China, Korea, Singapore, Hong Kong, Brazil, Algeria, and so on.

Now look at the way this has changed or is forecast to change. We are already more than two-thirds of the way through of this historic and forecast chart. The North American share will drop from 37% to 24%. The other developed countries share will drop from about 20% to about 18%. Soviet Block will increase slightly although this is quite uncertain. Third World will grow from 10% to 25%.

Unbelievable changes are occurring in the Third World which foretell the future of manufacturing. At some point in the future - I used to think early in the next century; I now think by the middle of the next century - more than half of the world's manufacturing will be done in the Asian Pacific rim countries, a little by Japan, more and more by Taiwan, by Singapore, Malaysia,

Hong Kong and of course, China. China is going to be the world's great factory for almost everything you can imagine.

What this says about the prospect for manufacturing in North America is: you may be able to hold onto niches - in fact 25% of gross world product at the end of the century is going to be still a respectable amount of manufacturing - but the competition from elsewhere is going to be enormous and growing with a great momentum.

We can see this beginning to happen if we look at Canadian exports, compared with the world exports of four Asian countries: China, Hong Kong, Singapore, and Korea. In 1952, Canada had 6% of world trade. We now have less than 4%. If we took out the Auto Pact deal with the United States, it would be more like 3%. By contrast these 4 countries, none of which you would think of as being highly developed - though you might think that of Hong Kong, but it is very small, and you might say that about South Korea, but it is just beginning to be developed, a per capita GNP of about $2,000 a year - they already have 7% of the world's exports and they are growing very very fast.

I am not here to make the blood curdle and to say the game is over. What I am here to say is that the game is changing. The change that is occurring is a simple one and I want to talk about the Canadian economy here deliberately and quite carefully to say what I think is happening and what is going to happen.

If we look at share of output in the Canadian economy — it is a difficult thing to think about in this early morning, but it tells a whole story (figure 3). It is industry's share of national output. How much of the creation of wealth that is done in this country is attributable to industry, that is, to manufacturing, to construction, and to resources?

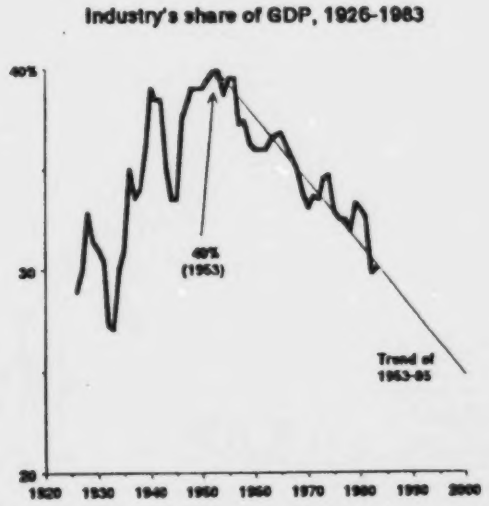


**Figure 3**

The answer is in 1920 only about 20% came from industry. By 1953, 40%. There is a strong upward trend although it has wobbles, like this is the depression of 1933, this is the war year 1943, the post-war depression, the post-war boom. The American economy looks almost identical by the way in terms of share. Since 1953, in other words for 36 years, industry's contribution to GDP has been dropping. It is now down to 30% and almost certainly by the end of the century will be closer to 25%.

This is not where the wealth is being created in Canada and if I take an even longer view of this to make you understand what is going on, the reason is that we are becoming a service-based economy. Services are where we are living. It is a post- industrial economy. It used to be agricultural in the middle of the last century, half the wealth was created by farming and fishing and forestry and furs, the great agricultural generators of wealth in Canada a hundred to 200 years ago.

Then it was industry which grew from 20% to 40% and is now declining, and then services. These are the three Economic Waves that we have known in this country, the creators of wealth. And don't for a minute think that services are simply infrastructure. That is less and less true. Real wealth is being generated in the service sectors and is creating a new kind of economy. A big part of this demand is coming from households, from consumers. Here you can see the change in consumers spending (figure 4).

**Trends in consumer spending, 1947-2000**

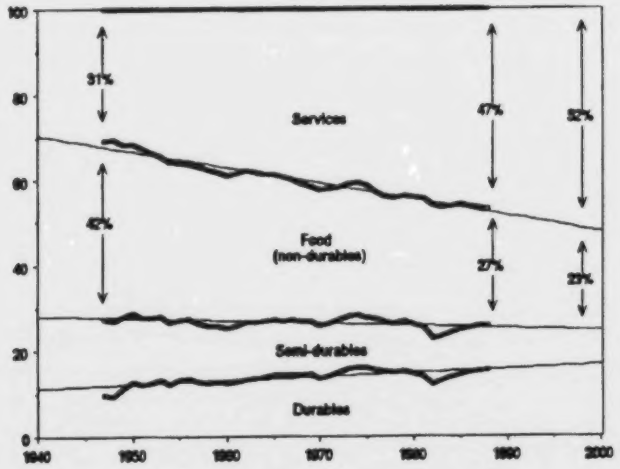


**Figure 4**

By today about half of every household dollar, 50 cents of every household dollar is being spent on services: on eating out, on travel, on hiring someone to cut the grass or walk your dog, on haircuts, on renting various pieces of equipment, on renting movies, and so on.

What this tells us is that we begin to know in this economy how to service the customer. We have become a quality-based, service-based economy or are learning how to do so. The industrial economy was one which said, "How does the factory work? What do you have to do to make mass production?"

The answer is you have to have a basic shell and you could vary the bits in it and you can produce it. It was what you would call a producer-shaped economy and until recently the thinking of most industrialists, the executives of most companies, was how can I produce most efficiently. It was based on the needs of the producer and then we go out and try to sell it to the consumer. The service economy starts at the other end. What is the need of the customer. I have no business and no products, I am just sitting here in an office with a telephone and a fax machine and a couple of smart people asking, "What does the customer need?", and create a new business. And it is going to be customer-based and quality-based and service-based and this is what we see happening.

Let me show you something rather shocking in this context. Service exports is a percent of total exports - this is a recent number - and it shows us that, in the United States, 40% of exports are services. A lot of that is in form of capital but it also includes various other kinds of what we would recognize as ordinary services. In France, 38%, in Japan 21%, in China 17%, in South Korea 15%, in Canada 14%. We have got to learn how to do more in the way of exporting services. We are doing some but it is an area where we are going to have to do more and more because our goods exports, our natural resource exports are going to decline.

Now let me suggest an area in which Canada is almost incomparably strong. It is in the production and distribution and storage of information. We are becoming an information society, an information-based society. What I mean by information is services or output which come in the form of some kind of message. It might be media, it might be a movie or a newspaper, it might be government, it might be Statistics Canada, it might be the census, it might be National Revenue, it might be the police force, it might be various kinds of municipal-provincial services, it might be the financial sectors. When you go to a bank you don't ask for piece of gold, you don't ask for a product, you ask for a message, a piece of information. It might be in the form of bills or it might be in the form of cheques or it might be in the form of bank accounts, it might be in the form of shares of some company, it might be in the form of various trust agreements.

The education sector which transfers information from teachers to students, the business services which include things like architects, lawyers, planners, advertising, data processing, executive head hunters.

Communications, which is the business of transferring information, mostly telephone but includes all other kinds of information (figure 5). Publishing. Amusement: most of this is movies and television. And insurance.

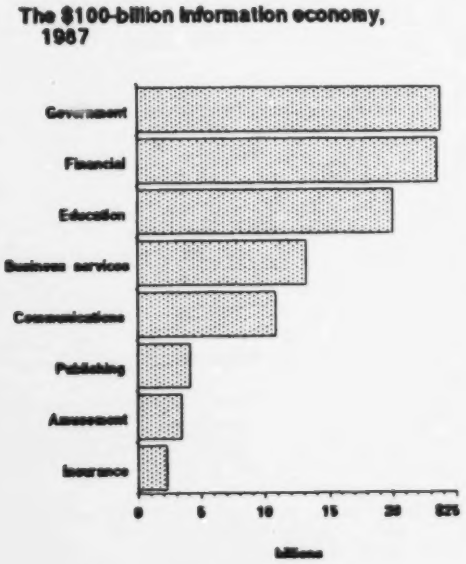


**Figure 5**

All that in 1987 added up to $100 billion. In 1987 that was greater wealth than was created in the whole of the industrial sector in Canada. The information sectors created more wealth than industry. Is that recognized by any government policy? None that I know of. Is it recognized even at the federal level? It is hardly beginning to penetrate. At the provincial level, Quebec and Ontario

have done something to encourage the export of services but their knowledge of information services is fairly scant - most of what they are looking at is consulting and some of it is deliberately connected with construction; there is some engineering and some planning in there.

The history of this shift from an industrial-based economy to an information-based economy is extraordinary. Around 1980, 1981 the lines cross over. Thereafter we can say we are in the information age. I don't think that defines the whole of the future. It says, at this point, at the end of the 1980s, this is a deliberately information-based economy. That information is growing faster than any other sector, that infra-structure services like retail, transportation and health are also growing very fast and that both of those service sectors are growing faster that the industrial or the agricultural sectors.

We are, in fact, becoming an information-based, post-industrial. service economy and we will see this growth take place throughout the rest of our lives because we have no idea what else is coming. If you think that there is a kind of limit of how such information can be consumed - let me put this at a very simple consumer level - this shows you the number of TV levels available in Toronto. It says there were *only* 40 channels available (true, it's more like sixty now). See the history of this in 1948: one channel, 2 channels; 10 channels of local TV. Then cable came in. That makes 24. Then pay TV starts bringing in extraordinary things, then satellite and so on. An enormous growth in TV.

So you assume that this would start a kill off other media. Most vulerable would be books, right? Wrong. As it turns out library circulation during that whole television era in Canada has grown very rapidly from 30 million books in 1953, which is really the beginning of the TV age, to 170 million books annual turnover in Canadian libraries in the same period. The growth is faster than the growth in population, it is faster than GNP, its faster than the growth of educated population. It's incredible growth of books at the same time as television. We could show the same thing in the growth of theatre, in the growth of music, in the growth of dance, or almost of any other medium, even the growth even of newspapers.

And one last thought on this point. I take from Bill Mulholland, who is one of the first futurists I know who is in senior positions. In the 1960s, Bill was one of the pioneering Canadian executives who supported the growth of futures studies. He helped to set up the Hudson Institute of Canada. As chairman of the Bank of Montreal, he made this remark the other day, "Banking today is less and less about money, and more and more about information." The Royal Bank president said very much the same thing a little later in spring this year. "Money *is* information."

I want to finish up by speaking about political change and by discussing with you a difficult concept which is rather like the concept of what is happening with Ottawa-Carleton and the other great metropolises. There seem to be two great forces blowing through the political world. One says we want more and more independence. There is the growth of independence movements. There is a sense in which great empires are falling apart. The Soviet empire is the one that we can see falling apart right now. All the parts: Azerbaijan, Tadzhikistan, Estonia, Lithuania, Latvia, the Ukraine, various parts of the Soviet Union are beginning to fall off. The colonies of the European powers - of France, of Britain, of Spain, of Portugal - already fell away almost entirely.

Everywhere you look you get a sense of cultures crying for independence. You see this kind of centrifugal, spreading force where people say, "I don't feel like I belong to this great mass." Where the Inuits say, "We are independent, we want our independence", and the Dene Nation and the various native Indian tribes are saying the same thing, where 40% of the people in Quebec in the last provincial election in Quebec voted for the party Québecois on a strongly separatist policy platform;

where the Welsh want to separate from England; where Tibetans want to separate from China; and so on. Even, you see, the kind of local resistance to the spread of regional government, something you are aware of. The growth of independence is very strong.

At the same time and in many of the same places, we see a kind of centripetal or centering flow of force which says, "We want to join together in great alliances."

- The European Community - we used to call it the European Economic Community, but it is more than just economic, it is becoming political and social as well - is coming together much more tightly in 2 1/2 years. An Alliance of 350 million people.
- We have just signed a free trade agreement with the United States and are just beginning to build an alliance there where we have talked of nothing but independence.
- OPEC is fairly strong and is held together fairly well.

All around the world you can see this desire to form alliances with other countries and to build great blocks, mostly trading blocks, but not exclusively.

What is going on here? There seem to be two forces. I will give you a prediction of where this is going. I think Rene Levesque had it more or less right when he talked about sovereignty-association I think people all over the world are saying, "I want cultural or social sovereignty. I want charge over people who are like me."

I would forecast that by the early part of the next century, probably not in this century, Quebec will achieve some kind of real political, social independence within Canada. I would forecast a real breakdown in the alliance of countries that form Great Britain or the United Kingdom, because there will be a lot of trouble with separatists all over Europe forming the same kind of ideas.

So cultural, or spiritual, or language-based, or tribal independence, is a movement that is very, very powerful and that is felt increasingly as the world gets bigger. And the other part of Levesque's equation was association, that is, I think, he was speaking about economic association. Cultural *sovereignty*, but economic *alliance*, let us work together in great groups to make economics work for us.

So these dependence movements, although they have been to some extent defence-based, are essentially economic in nature. Certainly Europe started out that way, the United States has certainly worked that work, North America is becoming one economic entity. And I don't think that Canada is going to fly apart. I think the economics of Canada make it desirable for people who live in Newfoundland and people who live in the Northwest Territories and people who live in Alberta and British Columbia, as well as people in Ontario and Quebec, to want to belong at least to this economic alliance and probably as strongly to the North American alliance.

So the desire to stand together, economically, against the blast from other great powers is clear. So I think that we are going to see both of these forces working and I think it will work out in Canada in two ways. One is, we will see the power of the federal government reduced and the power of the provincial governments enlarged at the expense of the federal. We will see some reduction - although you wouldn't think so from some of the headlines we have been seeing recently about Mr. Masse and the communications department - but some reduction in the cultural and social power of federal government in favour of the provincial governments, and equally some distribution of powers down from the provincial governments to local governments.

I started off by talking about the growth of nine great metropolises that will accelerate that, because metropolises like Ottawa-Carleton and Toronto and Vancouver and Montreal increasingly demand independence from the province, and certainly from federal government control, as a desire

to manage their affairs locally. If you ask pollsters, "Which governments have the trust of the people", the answer is always the local government has a higher reputation with the voter than any other level, and then the provincial, and then finally the federal. The local government has the highest reputation with the voter and taxpayer. And it's conceivable by the first part of the next century that taxes will be collected at the grassroots level and passed up rather then centrally and passed down. There is some sense in which people are asking for that, are saying, "Let us have local control over our affairs". Now, obviously that would create a horrendous fight while it would be felt here probably more than anywhere else, since you have such representation from the federal and provincial level right here.

But I can see this happening and I can see that the desire for it is growing stronger and stronger. So this is the third trend that I wanted to speak about and which I think will affect Ottawa-Carleton very strongly. Thank you very much and I would like to wish you the best of the day's discussion.

## THANK-YOU REMARKS
## by Ron Clark, Chief Administrative Officer, R.M.O.C.:

I do want to say on behalf of everyone here, how indebted we are to John for his remarks this morning. I think that his graphics and his commentary clearly points out the challenge that confronts us in terms of the global economy and the global community in which we live. I think we tend to see those things as a kind of journalistic account of what's going on in the world, but I think it's becoming very, very profound and very, very real to all of us that we are going to have to challenge these trends in ways that will affect, not only Canada in a competitive economy, but our own region, our own province. And John, with the symposium this afternoon which has been graciously piggy-backed on this annual breakfast of OCEDCO, I think you remarks and your themes will re-appear many many times this afternoon and we thank you for those remarks.

Centre for
Policy
and
Program
Assessment

# PERSPECTIVES

# OTTAWA-CARLETON

# 2000+

Proceedings
of a Symposium Sponsored by

*The Regional Municipality of Ottawa-Carleton (RMOC)
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held in Ottawa on October 23, 1990

Edited by

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# INTRODUCTION

N. H. Lithwick
editor

The Symposium was designed to stimulate debate on the sorts of choices that the Regional Municipality of Ottawa Carleton will have to make to deal with the problems of the next century. Ten panels were formed, each having two or three experts who were asked to present their views on the selected theme. The sessions concluded with participation by the audience.

It was the view of RMOC that a record of the proceedings of these sessions should be preserved and disseminated to Symposium participants, because the structure of the event made it possible for participants to attend only two of the ten sessions. A more complete report on the day's discussions would thus serve to enrich the experience, and to provide a wider focus to thinking about the future of Ottawa-Carleton.

To capture these discussions, a team of five graduate students in Public Administration at Carleton University were asked to act as "rapporteurs." Each sat in on two sessions, and took notes on the proceedings. Most of the proceedings were taped, and in two sessions, notes were also taken by a staff member at RMOC. From this information, the students prepared brief reports on the sessions, which are presented herein.

Finally, the reports were edited by Prof. N. H. Lithwick at Carleton, who assisted in the planning of the symposium. Because they are summaries, the reports do not attempt to provide verbatim transcripts of the discussions, but merely the highlights, with particular emphasis on those segments that refer most directly to the future of the Region. In a number of cases, useful comments made by the audience are also cited. We trust this record will be of use to those many citizens of the Region who are concerned about its future, and who are attempting to find ways to ensure that it will continue to be among the most pleasant communities in Canada.

Centre for Policy and Program Assessment
School of Public Administration
Carleton University
January 1990

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WORKSHOP 1

## DEMOGRAPHICS AND LIFESTYLES OF THE FUTURE

**Chairman:** **Gord Hunter**, *Regional Councillor, Nepean.*

**Panelists:** **John Kettle**, John Kettle Incorporated, Toronto.

**Alan Frizzell**, Associate Professor, School of Journalism; Director, Survey Centre, Carleton University.

**Alan Frizzell**

### A. HOW DEMOGRAPHICS WILL AFFECT THE POLITICAL ARENA

In the past, the same expertise used in economic planning has been applied to social planning. However, as the economic environment changes and different power elites emerge, there is less enthusiasm for this approach. Such structural changes in society make the politician's lot a more and more unhappy one, especially as trust in government and belief in its efficacy decline. Recent polls show that approximately two-thirds of the population believe that they have no say in what government does; sixty percent feel that government does not care what they think; and two-thirds think that political representatives lose touch with them once an election is over.

The increased political participation by groups of people with higher socio-economic status leads to demands for specific services which they require, such as day care and transportation, but government has traditionally been concerned with a much broader range of policy, promoting the redistribution of wealth, equality of opportunity and the provision of a safety net. The policy problems posed by an aging population have been recognized, but the increased affluence of a society where more and more women go out to work, increasing the family disposable income, may have an even greater effect on policy by the turn of the century. There will be a greater demand for leisure and recreation services, as more time is spent away from work, and an increasing demand for services that support the two-income family. It will become increasingly difficult for governments to meet these specific demands and at the same time meet the safety-net services and broad needs of society in general, especially as belief in the efficacy of government and even in the legitimacy of its role is being substantially eroded.

Given this situation, either governments will need increasingly to decentralize - an unlikely option given the need for strong central action in crisis situations - or they

will have to improve their marketing. Rather than merely reacting to immediate problems as they have done in the past, they will have to demonstrate that the services they provide are essential to the well-being of society. They will need to impress on the public the monetary value of these services so that people can recognize some value for their tax dollars. Government may have to treat public enterprise as the business world treats service, attaching a monetary or tax value to specific services and providing different packages of services for people to choose between.

This is one way in which governments could deal with the double problem of declining belief in government and increased demand for services.

**John Kettle**

B. POPULATION STRUCTURE

In the last ten years there has been a growing interest in "grey power" as the percentage of elderly people in the population increases. This interest may be premature, however, since demographic charts show that at present only ten percent of the population are over 65. By the year 2000 this proportion will probably have increased to twelve percent and by the year 2010 to thirteen percent. This represents a very slow change. Moreover, the same charts show a high proportion of people in the middle-age group throughout the same time span, representing the post-war baby boom. These are mature people in the prime of life, increasingly well educated, high earners and high taxpayers. For the next fifteen years at least, and maybe for the first quarter of the next century, it is with this group that political power will lie.

Another important demographic statistic is the proportion of immigrants in the population. On average in Canada, one in six people were not born in Canada. In Ontario thirty-six percent of people thirty-five years old or more are immigrants. In Ottawa the figures are probably closer to the national average, but business people marketing in Ontario as a whole must consider this statistic when forming marketing strategy.

Finally there are the demographics of the workplace. Although actual employment has grown from seven million people employed in 1966 to just under twelve million today, if productivity per person now were the same as it was in 1966, there would in fact be employment for sixteen million people. Automation has in effect taken away four million jobs. Yet although this is an issue with older workers, at the entry end of the labour force there are very real labour shortages, especially in Toronto. Whereas people born before the baby boom worked in a labour market of short supply and never had difficulty finding a job, those born during the boom have always had difficulty, and those born since the birth rate's rapid decline will, like their grandparents, tend to be in short supply. There is a great shortage of young people in the workplace today and this has an effect on the economy.

In addition, women, who historically were not a large part of the paid labour force, now represent about forty-five percent. This will surely increase to fifty percent and probably, by the year 2010, to more than fifty percent as the need for muscle goes down and the need for service and smarts increases. There is also a growing role for women in management, although this proceeds slowly as the transition period from one level of management to the next takes about fifteen years. There is a corresponding reduction in fertility as many women's interest in careers supersedes their interest in families.

## Discussion

### A. ON THE ENVIRONMENT

A question was asked as to whether, with our increased disposable income, we will become more selective in our purchasing and thus force some environmental changes. Skepticism was voiced as to whether the environment would dominate unemployment as the main issue, in spite of present rhetoric. Although everyone, including all three political parties, agrees that the environment is an important issue, there is no such consensus as to how to deal with it and no certainty as to whether people are prepared to pay the cost of dealing with it. Polls might show whether people are prepared to spend more of their personal resources to pay the higher prices for environmentally friendly products. However, the answers depend on how the question is phrased. If asked specifically whether they are willing to pay higher taxes to clean up the environment, the answer is often yes, but if asked only whether they are willing to pay more taxes, the answer is no. The question should really ask what people are prepared to give up to pay for an improvement to the environment, such as their vacation, their children's education or the VCR. The answer would invariably be "none".

### B. ON HIGHER EDUCATION

We can assume that the demand for higher education will increase because the kinds of jobs that are going to be available will demand a higher education and the courses that young people choose will be those geared to the job market. The problem, as with the environment, is that while everyone believes in education, it may be difficult to get governments to respond to this demand in a realistic way. To be a successful employee or successful manager in the future, one will need to have greater entrepreneurial and interpersonal skills and greater awareness of interregional and international activities. Highly honed technical skills will be less important than the training to operate independently and at the same time collaboratively. The stress on independent studies, typical of higher education, should be more strongly emphasized and should be introduced at an earlier level. For an information based economy, there is not too much of a technical nature besides teaching the skills of

communication, thought and group process that education should be doing. Computers are changing so fast that skills learned a few years ago quickly become irrelevant. By the year 2000, most computers will be voice activated, their output voice driven. Keyboard skills will be unnecessary. Even reading skills may not be strictly necessary as communication takes graphics and voice form. The key issue will be learning how to understand. As to producing the hardware, the Japanese will almost certainly be the source of the next really successful breakthrough. But they have not been very successful in producing software. They have bought the software for their new computers from England. In fact most software has been produced in Britain, the U.S. and Canada, but the brilliant innovations have not been produced by organization teams but by independent geniuses.

## C. ON LEISURE AND ITS IMPACT ON TRANSPORTATION

At present eighty percent of travel, both for leisure and work, is by automobile. This is a disaster, since the auto is one of the great destroyers of the environment. Transportation is going to have to change radically over the next generation. One simply cannot allow two or three million people to drive downtown any time they want. Ottawa-Hull is not this big yet, but it will be. Increasingly big cities are setting aside areas where cars are banned outright, where the only vehicles allowed are buses, taxis and subways. Alternatively, in the Pacific they electronically tax cars every time they come downtown. There is no doubt that public transit is the answer both for intra-city and inter-city travel. Municipal authorities have been forced to introduce these incentives not to bring cars into urban centres because of the cost of creating more downtown space for cars and because of the environmental impact. These problems will only get worse, so resources may well be put into transportation. As far as the total transportation network is concerned, one estimate is that by the year 2000 the largest single world-wide industry will be general and recreational travel. If this is so, changes in the total transportation system will be huge.

## D. ON THE POOR AND HOMELESS

What will happen to the growing numbers of homeless and poor, a lot of whom are children? According to Statistics Canada figures, the level of poverty in general is going down. The concern is that it is increasing in specific areas. One could argue that safety net levels are going to be less and less important in the future in terms of government budgets, because of increasing affluence. The problem is that people who are struggling on behalf of these impoverished groups are going to face increasing competition from lobby groups with more glamour, glitz and resources, who have the staff, the education and the expertise to lobby politicians. The political clout of the poor is certainly decreasing.

Although percentages may show seniors, the disadvantaged and others who need services to be decreasing in relation to those in their affluent middle years, the

absolute numbers are increasing. The focus on percentages and share are useful to show where the changes are taking place. For instance, the share of manufacturing in creating wealth in Canada has been steadily declining since 1953 in spite of the fact that output has been rising. This is because other things have been growing faster. So the percentage share shows how the structure is changing, and by customary measures, the percentage of poverty has been declining, even though the government has twice redefined poverty to a lower level (from 70% to 58% of income spent on essentials). Ultimately, however, we are not dealing with statistics but with the realities of people who are hungry and cold. These realities cannot be denied, but poverty as a national problem is declining.

## E. ON THE DISTRIBUTION OF WEALTH

The prosperous middle-age group, often with two-income families, all expect annual income increases of about 5%. On the other hand, the young are forced into the minimum wage service industry where even if they get 5% increases, this amounts to very little. So the wealth spread in our society is getting ever wider. It should be noted, however, that some of the best paid jobs in the country are in the service industry which includes banking and communications. The concept that the service industry is poorly paid is just not accurate any more. On average, service sector jobs are now worth 85% of the goods paying jobs, and the goods paying jobs are declining. Secondly, futurists believe the economy is unlikely to grow much more than 2% a year above inflation from now on, so 5% real increases are a thing of the past. We may even have to learn to live with a no-growth or negative growth economy.

The fact is that the difference between the lowest decile and the highest decile in the income range is indeed growing. There is a huge merging in the middle and the middle is moving closer to the top, but it does seem that there are extremities which are difficult to take care of politically. But relatively, we are all going up.

## F. ON THE USE OF LEISURE

An important consideration is what we as individuals are going to be doing with our leisure time and our disposable income and what we as government, business and community leaders should do to help people to harness and use that time and income. Certainly, the continued growth of leisure time is inevitable. The average work week of the labour force in Canada last year was thirty-two hours, down from forty-two hours in the early 1950s. By early next century, it may be down to twenty-five hours. Therefore, on average, people will have about sixty hours of leisure a week, enough time to take courses, to travel, to exercise, to pursue sports etc. So one of the growing areas for business is servicing people's leisure activity. We are all going to have much more fun. Governments and business will have to react to that in the sense that there are all sorts of new businesses, like individual communications, just waiting to take off. Governments will have to adapt to the important and powerful new demands that these activities will create.

WORKSHOP 2

# THE NEW TECHNOLOGIES: HOW THEY WILL TRANSFORM OUR LIVES

**Chairman :** **Keith McGruer**, President, Ottawa-Carleton Economic Development Corporation (OCEDCO)

**Panelists:** **Ken Tucker**, Vice-President for Information Systems Canada Post Corporation, Ottawa

**Rod Bryden**, President, Kinburn Corporation, Ottawa

**Vern Seligy**, Head, Molecular Genetics, National Research Council

## Synopsis

The general Theme of this Workshop centered around the question: As a society are we ready to face the dramatic changes and challenges that the ever faster pace of the "New Technologies" (NT), defined essentially in terms of information processing and bio-technologies, bring? The answer to that question seemed to be that we have done very little effective preparation so far, specifically in the area of education.

The context of the discussion, however, was rather broad. Except for a reference as to how many of the estimated 70,000 jobs created by the NT will Ottawa be able to secure, little effort was made to cast trends in a regional context. Moreover, an unusual amount of technical language, due perhaps to the nature of the subject, was part of the discussion.

Each of the panelists gave a presentation with respect to one of the following topics:

(a) Social Impact,
(b) Who are the Winners, Who are the Losers?,
(c) Bio-Sciences and the Good Life.

**Ken Tucker**

A. SOCIAL IMPACT

Dr Tucker began his presentation by suggesting that the pace of technological change has direct implications for the concept of work itself and often catches businesses unaware. At Canada Post for example there is an increasing realization

that the postal business is becoming in effect a market for the transfer of information.

This has significant implications for society as we move from an "Industrial Age" towards a "Services Age" with the requisite of doing things differently. In this context society should be prepared to accept the advent of information in multiple forms reflecting the phenomenal technical changes underway.

Already some people are increasingly functionning as "Multi-Processing Units" (MPU) with the help of machines. An example of this phenomenon involves teenagers who are capable of playing high skill level video games, requiring effective hand-eye synchronization, while simultaneously carrying on conversation with their friends.

Broadly speaking, five level of changes are considered:

* Cost reductions
* Quality improvements
* New products
* Sub products, and
* Artificial intelligence.

These changes will in turn force a division of choices between "Hard" and "Soft" life experiences. Hard life experiences concern real life activities, while soft life experiences are artificially derived with the help of machines and their capabilities of processing information faster. For example, we will eventually not only be able to send our own image through a digital phone, but program it as well to do presentations to our own liking. Tennis could be played without partners with the help of built-in devices. Whole environments could be duplicated with artificial images, sounds and even odors. Already, the "cocooning" phenomenon is part of that trend. We will also face real and unreal "robotics". The line between reality and non-reality will increasingly become blurred. In addition, as the speed of incoming information increases, decision making will become increasingly complex.

All this will have fundamental implications for the organization. Incrementalizing will be difficult to accomplish as profound restructurings will be necessary in order to adapt to the NT. In the short run many traditional businesses will disappear. The fundamental question is: are we ready to face these consequences?

**Rod Bryden**

B. WHO ARE THE WINNERS? WHO ARE THE LOSERS?

Mr. Rod Bryden emphasied the increasing speed at which information was being processed as a factor of change. An example of this phenomenon is the requirement for more lawyers relative to engineers as the rate of growth of processed information increases.

The technological characteristics of this change are essentially:

(i) Speed ; which results in a decline of unit costs,

(ii) Storage Capacity ; where phenomenal rate of growth is likened to a jump from sail boat technology to rockets. As an example in a few years micro computer capacity went from 500K to 4 meg, and by 1995 expectations are that it will be possible to process 500 meg to 1 gigabyte of information in personal computers.

(iii) Access Capability ; that is the capability of inputting information in a specific form and retrieving it in a different form, has seen dramatic improvements.

Applications in this context will result in, amongst other things, processing raw data into pictures on TV screens, a technological feature which will become increasingly more cost effective. For example, it will be possible for computers to recognize voice quite easily and produce accurate translations. A project managed by LEXITEC, aiming at automatic translation between the two national languages, is already underway in Moncton. This process requires so far only 20% human intervention. Eventually, it will be possible for an English speaker to phone a Chinese counterpart, with each speaking his own language with the phone computer providing the translation.

The consequences of the changes for society will be as dramatic as the technologies themselves. They could in fact outstrip society's capacity to handle them. In the context of the organization, these technologies are disrupting the management life cycle, by creating dichotomies between experienced mid-career managers resisting change, and skilled young workers who have little corporate experience. As a result the pace of the application of the NT's is related to who happens to control the organizational environment. In the process, corporate memory may be lost, as well as whole lines of businesses. Society may be faced with the issue of either making retirement mandatory or conversely prohibiting it.

In addition, the consequences for business competition will be severe. Expectations are that there will be a lot of casualities amongst old line companies as the life cycle of products will be measured in months and even minutes. To maintain market niches will require constant surveying. Succesful products will be those with a valuable social life. However, the total number of dollars spent on information

systems will continue to increase and this means opportunities for Canada.

In order for Canada to stay ahead of the game it should gear itself to sell less manufactured goods and more information related services. Expectations are that 70,000 new jobs will be required in this sector. The question will be: how many of these jobs will end up in Toronto rather than in Ottawa? If they are not created here, the services will have to be bought from elsewhere.

**Vern Seligy**

C. BIO-SCIENCES AND THE GOOD LIFE

Dr. Seligy's presentation consisted essentially of a series of slides which aimed at dramatizing, through illustrations and newspaper clippings, the evolution of genetic research since the cracking of the DNA code in the 1950's. He referred to the fabulous potential that these technological breakthroughs bring, but also to their frightening social threats. On the one hand, we could be able to generate an abundance of worldwide food production and effect dramatic improvements in health, raising humanity's hopes as a whole. On the other hand, the prospects of genetic manipulation and the possibility of toxic terrorism are terrifying.

In conclusion Dr Seligy suggested that there currently exists a wide disparity between the potential effects of the new bio-technologies and the education system. He felt that society as a whole was not yet ready to face the full impact of this evolution.

WORKSHOP 3

## THE FEDERAL GOVERNMENT IN 2000+

**Chairman:** **David Daubney**, Barrister and Solicitor, Soloway Wright; former Member of Paraliament, Ottawa West

**Panelists:** **Mike McCracken**, President, Informetrica, Ottawa

**Ron Moores**, Project Manager, Public Work Force 2000, Treasury Board, Ottawa

### Synopsis

The selection of the federal government as a topic of discussion at a seminar for the local economic development community of Ottawa-Carleton is in and of itself recognition of the high degree to which local economic performance in the region is affected by the policy and expenditure patterns of the federal government in the areas of procurement, administration and employment. The extent to which economic growth and development in the region has traditionally been dependent, either directly or indirectly upon the windfalls provided by virtue of Ottawa being the national seat of government did not go unnoticed by those at the workshop. However, discussion of the true nature and operation of the federal government in the region and the resultant impact upon the local economy was in many ways inhibited by the fact that many of the pertinent issues, such as decentralization, deficit reduction and the decreasing number of new entrants to the labour force, have long been recognized, to one extent or another, by most of those in attendance as a result of professional, academic or practical experiences.

In addition, many had specialized knowledge of the operations of the public service within a national context. Assumptions were made regarding the nature of federal government operations in Ottawa-Carleton such that little in the way of specifics was discussed and most issues did not proceed much beyond being identified. As a result only limited insight was provided in terms of what the possible economic consequences may be for Ottawa-Carleton and how the region might best respond.

Under such circumstances it was not surprising to find that the workshop was unable to generate many new issues or ideas, or, to arrive at any conclusion concerning how changes in the public service over the next ten years would impact upon the local economy.

In many ways, the region appears to be content to bask in the glow of self-content generated by seven consecutive years of economic growth. This is compounded by the fact that the true nature of the impact of a number of new trends in the public service which emerged in the mid-1980's are only now beginning to exert concrete and measurable influences upon the region. It is part of a pattern which has begun to emerge, the signs of which indicate that their imprint upon the community will be revealed as part of a long, slow process that is likely to take shape over the next five years.

Examples can be drawn from the expenditure restraint measures which were contained in the 1989-90 Federal Budget with respect to the NCC and the indefinite hold placed upon the construction of the new Transport Canada building; the NCC's new 1988 strategic plan which contains a policy statement which explicitly shifted the Commission's role away from a proactive role which would have seen further contributions to the development of local infrastructure, to a maintenance role; and the Treasury Board's announcement of widespread capital expenditure cuts in the NCR to take effect over the next three to five years. This announcement came only weeks after the Symposium, yet the depth and extent of the cutbacks, as well as the timing, was not foreseen or even alluded to by those at the workshop.

From the outset it became evident that during the 1980's the federal government faced a number of new challenges; the combined effect of which led to the emergence of a new set of priorities to be given precedence in determining the role and impact of the public service in the 1990's. In particular, the workshop focussed upon deficit reduction, decentralization, and human resource productivity as the three major issues which would face the public service for the next ten to fifteen years. All these issues were identified as contributing to the development of new trends and policy directions in recent years which proffered a future in which many negative influences would be unleashed upon the region, such that the traditional role of the federal government as the major contributor to economic growth and prosperity in Ottawa-Carleton could no longer be favourably projected into the future.

In fact, the nature of the challenges facing the public service over the next ten years is such a departure from tradition that much uncertainty remains concerning the objectives and approaches which the government may choose to adopt in response. In part this was due to the inherent difficulty of identifying the true intentions of the federal government towards Ottawa-Carleton, and thus, the panelists were reluctant to provide specific forecasts for public service employment and expenditure levels in the region in the year 2000.

**Mike McCracken**

The most precise, and favourable, estimates were provided by McCracken. He suggested that the national trend of federal government activities as a declining

share of the economy, which began in the seventies, would continue for the next fifteen years. He projected that federal expenditure as a share of GNP would represent 6.5% in the year 2000 and 5.8% in the year 2005 as compared to 7% in 1989 and a high of 9% in 1970.

Locally, McCracken believes that "the actual size of the federal government will not be any larger in the Ottawa-Carleton region in the year 2000 than it is today measured in terms of employment." He estimates the current level of public service employment in the region to be approximately 80,000. However, he pointed out that if the influencing factors turn out to work predominantly in favour of or against Ottawa-Carleton then the figure could range up to 90,000 or as low as 70,000. If this scenario is realized the region will "experience less growth in associated enterprises which have been feeding population growth and income generation in recent years, and as a result, less difficulty in maintaining existing infrastructure, lower economic growth in the regional economy as a whole, and greater difficulty in maintaining the existing high standard of living."

It is further believed that deficit reduction will be the dominant force at play in the public service over the next ten years. The federal government is expected to place greater emphasis upon expenditure restraint as the public becomes more resistant to tax increases. In this vein, McCracken expects the federal government will attempt to shift as many expenditure responsibilities as possible onto other levels of government as well as the private citizen without sacrificing any associated revenue claims.

McCracken also believes that as the existing era of fiscal restraint intensifies, Ottawa-Carleton may suffer from federal government attempts to serve regional development objectives through further decentralization and relocation of administrative operations out of the region, such as the relocation of the Department of Veterans' Affairs to Charlottetown, PEI in the early 1980's. He says that "one tool which the federal government will continue to have is the location of those activities that it has to perform in regions where the associated jobs and income would be seen as a plus." Were this to happen Ottawa could expect a downturn in the local economy as associated enterprises move with those client departments and procurement patterns shift to other regions, both naturally and as well as through a continuation of the current policy thrust to reduce the amount that is procured from within fifty miles of Ottawa." As a consequence, McCracken says that "at this stage it can be taken as a fact that there will be further reductions in the size and role of the NCC, NAC, and other local expenditures."

**Ron Moores**

This presentation focussed upon the human resource problems which the public service will face over the next decade as a result of deficit reduction and slower growth in new entries to the labour force. Mr. Moores said that fiscal restraint

would lead to greater emphasis upon the need to do more with less, and that as a result the public service will depend more and more upon the use of technology to increase productivity. In this regard, expenditure on technology increased at an annual rate of 12% to reach $2 billion in 1988.

Moores went on to discuss how the nature of work was being reshaped to become more complex, sophisticated and systems-oriented and that as a result the public service would face a more competitive labour market in search of people with the new skills required. He said this would be compounded by a tightening of the labour market as a result of a decline in the size of the labour force, particularly among new entries. As a result, Moores believes the federal government may not be able to get the number of youth with the skills required at the rate they will be coming onto the market in the future. Therefore, he expects greater emphasis to be placed upon skill-upgrading rather than upon new recruitment as the public service strives to "work smarter rather than increase the number of employees".

## Discussion

Overall, not much discussion was devoted to how the local government could respond. However, McCracken did say that "the local level of government would have to find ways to make themselves more independent of the federal government, or make the region very attractive for the federal government and others to locate, or for that matter remain, in this area." He said, "basically this comes down to maintaining a high quality of infrastructure relative to other areas."

McCracken said that, in his opinion, the emphasis should be placed upon maintaining existing advantages as he foresaw little opportunity and likelihood that the region could create new ones. Instead he saw "numerous areas with negative potential within the community which the region will have to address in order to maintain existing enterprises." These included:

* financing problems
* provincial government focused elsewhere
* federal tightness, and
* demands for municipal restraint in the face of additional responsibilities.

WORKSHOP 4

## TOMORROW'S SOCIAL SAFETY NET: WILL IT ANTICIPATE TOMORROW'S SOCIAL NEEDS?

**Chairperson:** **Caroline Andrew**, Vice-Dean, Faculty of Social Sciences, University of Ottawa

**Panelists:** **Marion Dewar**, Member of Parliament;
Executive Director, Canadian Council on Children and Youth;
Former Mayor of Ottawa

**Allan Maslove**, Professor, School of Public Administration, Carleton University

### Marion Dewar

Major decisions will be made in next six to ten years that will decide the future of Ottawa-Carleton in the 21st century. There are seven major socio-economic issues that the region will face in the next decade.

#### A. THE HOMELESS

The first important issue is the dilemma of the homeless and their children. Despite the worsening of the situation of the homeless and the huge increase of the need for foodbanks in Ottawa-Carleton, there is very little serious public discussion about the needs of this population. Crucial public policy decisions must be made in this sphere especially in the need for skill development, education and eliminating the negative attitudes that persist towards them.

#### B. THE SOCIAL SAFETY NET

The holes in the social safety net are becoming bigger due to the erosion of universality that is already evident in the recent claw-backs in old age pensions and the changes in unemployment insurance. The people at the lower end of the income scale will suffer the most. This has the potential of causing social chaos and social violence.

## C. THE ENVIRONMENT

The quality of the environment is increasingly on the public agenda and the concept of sustainable development must become an integral part of policy in Ottawa-Carleton. The building of a tunnel in downtown Ottawa is not an appropriate response to the increasing need to encourage the use of public transport. Private car usage must be discouraged because of the serious strain it puts on the environment and the very real threat of global warming.

## D. THE DECLINE OF THE MIDDLE CLASS

An important issue for Ottawa-Carleton will be the breakdown of the massive middle class. This will be caused by two factors:

* first, in the public sector, the trend towards contract work rather than permanent positions with superannuation means less stable jobs, less financial security and less money going towards pensions.

* second, in the private sector, sixty percent of the jobs created were low-paying service-sector jobs which again leads to less income and job security.

As a result, the traditional middle class will become much less stable and Ottawa-Carleton has the potential of becoming a region of "have" and "have-nots".

## E. AGING

The aging population of Canadian society demands an appropriate policy planning response for this changing demography, and in particular attention must be paid to such things as adequate housing.

## F. YOUTH

The care of the often ignored youth segment is a an area of great concern especially in the spheres of pre-natal care and daycare. This issue also encompasses questions of adequate education and problems of literacy.

## G. URBAN-RURAL LINKS

An area not discussed enough is the issue of urban planning and urban access to agricultural products. A greater level of self-sufficiency is needed for the future to guarantee food supply.

In conclusion, the future seems dismal but there is hope because the level of sophistication of our population means that these issues can be properly addressed. Local action is needed, and strong leadership willing to take responsibility for the important decisions that must be made in the next decade is crucial.

**Allan Maslove**

It is difficult to know what tomorrow's safety net will look like and should look like. Certain trends, based on demographic phenomena, and the direction of public policy response we might anticipate from these trends, can be examined especially in the realm of local government responsibility for social welfare delivery.

A. UNIVERSALITY

With the recent changes in the unemployment insurance and the clawbacks in family allowance and old age security, the concept of universality, which has dominated Canadian public policy at least since World War II, has come to an end. This should force a public debate on the future direction of public policy in social welfare. If universality is indeed over then what will replace it and who will take responsibility for it?

B. A GUARANTEED ANNUAL INCOME

With the Goods and Services Tax (GST), the administrative apparatus is potentially in place for the establishment of a Guaranteed Annual Income (GAI) or negative income tax.

C. STRUCTURAL CHANGES IN THE POPULATION

Slower population growth will be coupled with an aging population. In the long-term, this will lead to lower average unemployment levels. The consequence of this is that social welfare rolls will be less sensitive to short-term labour market conditions. It will become more a function of long-term structural problems and personal characteristics of individuals ( e.g. problems with literacy).

D. EDUCATION AND TRAINING

Pressures of global competition which would have resulted with or without the Free Trade Agreement, will mean job/career turnovers becoming more frequent. This will require enhanced education and training to allow individuals to be more flexible in the job market.

Consequently, because of the pressures of the these issues, the stage is set for an overhaul of the social welfare system. There is an interesting relationship between the demise of universality and the potential of a GAI. This debate will most likely dominate social welfare policy in the next decade.

In conclusion, if the implementation of a GAI occurs, and if average unemployment goes down, the role of local government will be sharply reduced in the sphere of social welfare delivery. This responsibility will go primarily to the federal government and possibly to the provincial government especially in the realm of education. Accordingly, public policy at the level of the Regional Municipality of Ottawa-Carleton will increasingly focus on the needs of the working poor and the services required for an aging population.

WORKSHOP 5

## LOCAL GOVERNMENT IN 2000+

**Chairman:** **Darrel Kent**, Regional Councillor, Ottawa (Alta Vista Ward)

**Panelists:** **Katherine Graham**, Assistant Professor, School of Public Administration, Carleton University;
Chair, Research Directorate, Ottawa-Carleton Regional Review ("Bartlett Commission")

**Harry Kitchen**, Professor, Department of Economics, Trent University;
Chairman of the Review of the Regional Municipality of Niagara.

### Synopsis

The main issues addressed by panelists included the following:

(i) The influence a directly-elected Regional Council would have
(ii) The future of one-tier system of government
(iii) The future of NIMBY (Not-in-my-backyard)
(iv) What lies ahead for contracting out of services and delegation down to the neighbourhood levels?
(v) Will taxpayers revolt?

The following important points were highlighted in the two presentations and the ensuing discussion.

### Katherine Graham

A. CHANGES IN LOCAL GOVERNMENT

The general pattern in the year 2000 and onwards in the evolution of local government in Ontario generally and in the Regional Municipality of Ottawa-Carleton specifically will reflect the fact that changes in structures tend to be incremental and not radical because of conservatism at provincial and local levels. This means that attention will focus on land development and servicing at the local level.

* are local government structures and politics well-equipped to deal with the challenges of the future?
* what changes and challenges can be anticipated in the natural environment?
* what social changes will we face?
* what changes can we anticipate in the Region's economy?

The crucial question, then, is how well the system of local government in the year 2000 and beyond will be equipped to deal with these challenges. And this will be measured by their capacity to act aggressively, pressuring other levels of government and working with the private sector.

The main challenges that are likely to face local government in the year 2000 and onwards will likely fall into the following broad areas:

(i) Economic challenges

These include challenges of increasing competition, of better social services, and of better physical services, such as public transportation and airports.

(ii) Demographic challenges

Of greatest importance will be those affecting the labour force.

(iii) Image problems

These will in particular focus on matters connected with relationships with provincial and regional governments.

It is not unreasonable to forecast that the pressures of competition and challenges of other types will be particularly acute for Ottawa-Carleton. For example the Region will continue to face serious competition from the Quebec side of the river.

Meeting some of these challenges can be facilitated by restructuring urban government. In particular, there is a need to restructure Ottawa-Carleton recognizing that it must operate as a functional urban area. This will require substantial changes to both the external and the internal boundaries of the Region. The failure to include the question of internal boundaries in the terms of reference of the Bartlett Commission was an obvious sign of conservatism at the provincial level. It is self-evident that it is essential that major steps be taken to deal with the anomalous Orleans and Rockcliffe situations.

And because no mandate was given to the Commission to deal with the issue of external boundaries, the key problem that is left unaddressed, but which is bound to arise in the very near future, is the question of inter-municipal competition.

## B. DIRECT ELECTION TO REGIONAL COUNCIL

The workshop generally endorsed the Bartlett recommendations on this subject. The consensus was that direct election to Regional Council would ensure better management of

the Region. There is a clear need for the Region to become a real government by the year 2000+ rather than simply an agency or institution for the delivery of common services.

There should be more emphasis on the Region as the locus for developing broad based regional development strategies. This would help reduce the NIMBY (Not-in-my-backyard) SYNDROME. Powers or functions of region-wide significance, most effectively performed on a regional scale, should be assigned to the Region. Functions of local significance, and those more effectively performed on a smaller scale, should rest with the municipalities. At present there are certain powers the Region does not have but which are required to carry out its functions successfully and even those powers it has are not exercised in the best interests of the Region.

## C. OTHER CHALLENGES THAT HAVE TO BE DEALT WITH

The Region in the years ahead will face the challenges of school governance and increasing education costs. If there is going to be a taxpayers revolt in the Region, increasing education costs are likely to be the major contributing factor. How is the RMOC to respond? To have greater voice, the RMOC will have to move towards a system of directly elected regional council. At the same time, it will have to preserve a sense of neighbourhood, although this can only be pursued as an informal process. Directly elected regional councillors will, after all, be more directly accountable for regional issues than is now the case. However, there will likely have to be a case by case assessment of "realpolitik" as neighbourhoods mobilize on particular issues (as is seen now in places like Barrhaven), which will be the root of neighbourhood participation and mobilization.

The Provincial government is oriented toward the golden horseshoe (around Metropolitan Toronto) and seems to see local governments as having the capacity as well as the responsibility for taking on new services without necessarily needing new authority or additional revenue bases. The province is also likely to be reluctant to acknowledge the more dynamic role that is possible for regional governments to take by the year 2000+. Therefore changes in structure and boundaries, which might facilitate a dynamic regional government will be piecemeal, at best. And the result is that local governments will have more responsibilities but not more powers.

### Harry Kitchen

This presentation focused on trends in revenues and expenditures at the local government level. Although revenues and expenditures have been increasing over the past years, the real increases are not very high after we take inflation into account.

The major increases in expenditures were in the areas of social services and in the environment. In terms of revenues, the province has been cutting back on provincial grants. The forecast is that grants from senior levels of governments will continue to decrease. To maintain present expenditure trends, the alternatives are therefore to increase taxation, or to increase levies and user fees.

The question of increasing the property tax is quite sensitive, as any increases in the future are likely to add to the total individual tax burden because senior levels of government will continue to maintain an upward pressure on taxation within their jurisdictions. One important consequence is that the region will have to be sensitive to the distributional or equity implications of future changes in the property tax.

## Discussion

There was a strong case made for a one-tier system of government. It was argued that this would enable services to be delivered at a lower cost. There was general acceptance that there should be directly elected councillors to the Regional Council. At present there is a lot of duplication and waste in the system. There is a need for a system which will generate maximum efficiency and effectiveness. Autonomous boards and commissions such as the many Boards of Education should be eliminated. Local government has no control over the expenditures of these autonomous entities.

WORKSHOP 6

# THE EFFECTS OF THE COMING GLOBAL ECONOMY ON OTTAWA-CARLETON

**Chairperson:** **Lisa Hopkins**, President, Ottawa-Carleton Board of Trade

**Panelists:** **Jean-Pierre Voyer**, Senior Economist and Project Director, Perspective 2000, Economic Council of Canada, Ottawa

**Denzil Doyle**, President, Doyletech Corporation, Kanata

## Synopsis

Any attempt to deal with global economic change is an excessively large topic area which is very difficult to adequately cover within the confines of an hour-long workshop. The Free Trade Agreement between Canada and the U.S. and the creation of a free internal market within the European Economic Community by 1992 are just two signs of how world economic structures have been experiencing dramatic changes in recent years, and how this change is occurring at an increasingly rapid pace. Either of these issues and their effect upon the Canadian economy and Ottawa-Carleton would have been substantial topics in themselves. The panelists, Jean-Pierre Voyer of the Economic Council of Canada and Ottawa computer industry pioneer Denzil Doyle were highly successful in imparting their material in a concise, informative and relevant manner.

The only gap was the failure to link world developments to the future of Ottawa-Carleton. Neither speaker provided a very complete analysis of the impact of these global events on the regional economy of Ottawa-Carleton.

Furthermore, statistical analysis was largely limited to presenting trends by extrapolating the existing and emerging economic patterns into the future. This approach provided little in the way of forecasts or predictions capable of indicating what the regional economy would, or could, look like in ten years. As a result the workshop was unable to make much progress in coming to a conclusion regarding the structure and health of the local economy over the next decade.

Both speakers pointed to the development of quite a formidable private sector within the region over the last twenty years such that the stereotypical perception of

the economy of Ottawa-Carleton as being a single industry government town is no longer accurate. Rather, both speakers recognized that the region currently has a number of important clusters of technology and knowledge-based industries and services which have developed in association with the federal government but were at a crucial stage in their development based upon whether or not they could mature and penetrate international markets. Success in this field would not only lead to continued expansion and growth, but it would also contribute to a stronger and more diversified local economy as these sectors loosened their dependence upon the federal government of Canada.

**Jean-Pierre Voyer**

M. Voyer's presentation focused upon the results of a macroeconomic analysis conducted in an Economic Council of Canada study of the national and international influences upon the Canadian economy to the year 2000. In the process he continually emphasized the need for Canadians to recognize the fundamental nature of the changes involved in the current restructuring of the global marketplace and of the need for Canada to respond with the proper blend of resources and technology which would best enable the nation to take advantage of the new challenges and opportunities that would be arising.

Voyer identified interdependence, multipolarity and economic convergence as three major trends in international trade which are associated with the emergence of a global economy. He showed how in recent years free market economies have become much more interdependent as investment capital flows have become more flexible and mobile. Associated with this trend has been exponential growth in world trade in financial markets in addition to the goods markets. Voyer said that,

> "as a result of this great expansion of the number of transactions between Canadians and non-residents the Canadian economy can be considered to be part of a newly emerging world economic order which is characterized by interdependent business relationships in knowledge and technology which transcend national boundaries."

A. INTERDEPENDENCE

The trend of interdependence will strengthen in future years as technology begins to diffuse throughout the world at an increasingly rapid pace and this will become most evident as Third World countries begin to obtain access to the middle and high technologies which will allow them to compete in more up-scale product markets. The developing nations are "increasingly entering more complex and sophisticated product and consumer areas which have traditionally formed the basis of the market in the industrialized countries." As a result Voyer believes that the trend towards up-scale product markets and services in customer-oriented fields in the First World nations will intensify in the future, vacating their traditional goods markets to Third

World nations which will be capable of producing a superior product that is less expensive.

## B. MULTIPOLARITY

Associated with this growing economic interdependence will be a trend towards multipolar economic conditions under which neither the U.S., nor any other single nation, will hold political or economic dominance over the rest of the world. This has been strongly observed in the economic field in recent years through the emergence of a more competitive Third World which is capable of producing standardized goods more cheaply. He sees the signs of a similar trend in the fractionalization of political power as signified by the dramatic changes occurring in Eastern Europe.

As these multipolar economic conditions develop, increased emphasis will be placed upon providing a mechanism for international coordination of economic policies. The nature and frequency of international summits will change to include the negotiation of issues which have traditionally been the responsibility of sovereign states, such as macroeconomic policies, trade policy, competition policy, tax policy, and increasingly, environmental and demographic problems. As a result a number of governmental activities may shift out of Ottawa and onto the international scene and as a consequence take place overseas in Paris or Geneva.

## C. ECONOMIC CONVERGENCE

Voyer pointed to the trend of economic convergence toward the high standard of living in the U.S. experienced throughout the rest of the world over the past 30 years, particularly in Japan, the Asian Newly Industrializing Countries (NICs) and some South American countries. He believes that ten years from now there will be a marked increase in the number of rich and industrialized countries which will be capable of entering increasingly competitive markets. Traditionally, this has been viewed as a threat by the First World nations, including Canada. However, the increased wealth of Third World economies will provide them with greater potential to purchase our products and services and should be seen as offering new opportunities if Canada can adequately respond.

As a trade-dependent nation importing or exporting approximately 34% of what we consume Canada has much at stake. Foremost among these is the need to adjust and establish competitive advantages in new areas since Canada's traditional advantages in the areas of natural resources and automotive products are disappearing. Voyer agreed with the general consensus that technology industries offer the best potential and said that Ottawa-Carleton is fortunate to have the largest export-oriented high technologies community in Canada. He concluded that:

" the good news is that we are in the right game. The bad news is that relative to the rest of the world we are not very good at it."

The problem is low productivity in the technologies field relative to the rest of the industrialized world as measured by escalating unit labour costs. Canada's share of world trade in technologies has declined from 3.5% in 1971 to 2.6% in 1986 while Japan and the Asian NICs have done extremely well, increasing from 8% and 1.5% respectively in 1971 to 20% and 9.2% in 1986. Furthermore, over 70% of Canada's share of exports in technologies goes to the U.S. when at the same time Canada's share of U.S. imports has declined from 22% in 1971 to only 9% in 1986.

### Denzil Doyle

Mr. Doyle was in basic agreement with Voyer's analysis of the current state of the technology industry in Canada. Irrespective of Free Trade this will not change unless and until the federal government makes a concerted effort to develop an internationally competitive high technologies sector. The root of the problem lies in the fact that "the desire to make technology happen is greatest at the municipal level and lowest at the federal level, whereas the resources are inversely located with the federal government."

He believes that the current government has a

> "lack of political will to utilize these tools which is rooted in the failure of politicians to recognize and admit that Canada is falling behind the rest of the world."

Current government efforts are directed at serving public relations purposes and are mistakenly fixated with the need to increase expenditure on research and development. Instead, the federal government should establish a firm goal of eliminating Canada's trade deficit by the year 2000 and back it up with a number of policies directed at encouraging technology transfer out of government laboratories and into the workplace by establishing an effective transfer mechanism. Currently most of the federal government investment in technologies does not get out of the laboratory and as such fails to make the marked contribution to economic growth and development through the establishment of marketable products.

### Discussion

Despite the bleak picture presented by Voyer and Doyle, they did agree that Canada, and Ottawa-Carleton in particular, has great potential for success in the technologies field due to the high quality of the educational system and the availability of a highly

skilled workforce. They both believe that the Ottawa-Carleton technologies industry needs to make a concerted effort to advance beyond its current market orientation towards telecommunication and gain a strong foothold in the emerging bio-technology and advanced materials fields which offers the greatest potential for growth within the technology industry as well as exponential growth in associated firms. They also believe that just about anything which can be done locally to improve the competitiveness of the technologies industry in Ottawa-Carleton is currently being done and that if any further advancement is to be made it must come from the federal government.

Doyle argued that "the local high tech community and local governments need to pressure the federal government to take the necessary steps to improve Canada's situation."

> "What will be good for the industry in general will be good for Ottawa-Carleton in spades."

WORKSHOP 7

# THE ENVIRONMENT IMPLICATIONS FOR THE QUALITY OF LIFE AND THE ECONOMY

**Chairperson:** **Diane Holmes**, Regional Councillor, Ottawa (Wellington Ward).

**Panelists:** **Susan Berlin**, Coordinator, Healthy Communities Project, Ottawa.

**Julia Langer**, Executive Director, Friends of the Earth, Ottawa.

**Brian Jonah**, Past-President, Glebe Community Asociation, Ottawa.

## Susan Berlin

Ms. Berlin was taken aback by the morning's plenary presentation, not by what it did say but by what it did not say. It said nothing about the environment or changing environmental values. There was no questioning of economic growth as the way to go, yet in a finite world, how can growth continue every year? Nor does the term "sustainable development" make this any clearer. The environment requires a value judgement related to other value judgements which were also not discussed.

The chief value being questioned today is the nature of power. This relates to the environment in that we have always followed the Judeo-Christian notion of man having dominion over the world. This is certainly how we have treated our environment. We are having to question that approach today and at the same time we are questioning the notion that those who have power necessarily should have access to the largest field of exploitation, whether it be economic, environmental, personal or political. Our future depends on what we do now, and what we do is changing because these kinds of values are changing. Increasingly people are questioning the values of what we have been calling success, growth, development etc. She thinks this questioning will continue.

We have to look at more than just our physical environment. While it may be true that Ottawa-Carleton has good air and water quality, this doesn't necessarily make for good quality of life. We have to take a wider view of the environment which includes the community and the workplace. We tend to look at "community" as some kind of

geographic base, but it is more than this. Research suggests that life expectancy in Canada, after controlling for other factors, seems to depend on a *factor x* which has to do with the nature of one's community. A look at Ottawa-Carleton's environment has to include a consideration of what kind of *factor x* community it provides. We should be examining the values taught in our schools, promoted in our workplace, and expressed in our development of the physical environment. All these contribute to the *factor x* of this community and are critical.

The other area to consider is the workplace. The trend graphs presented in the morning plenary implied that the future of our economy rests with information services. What then is left of the term productivity? Where is the productive capacity of a nation that depends exclusively on information? If the implication is that we are to import all our food and all else that we live on, this is extremely dangerous. Then there is the nature of the workplace itself. Why is it that so many people who can afford the option are now working short weeks, sharing jobs, taking time off, leaving? The connection between "work", a contributory need towards one's community, and "job", a financial need, has been broken. It has to be mended to prevent the well paid choosing not to work while the poorly paid have to work at jobs which make no real contribution to their community. This brings us back to the environment of the community. We have to look at what kind of workplace will be available for our children, or the real value of work is going to vanish. These kinds of issues are not being addressed, yet these are the really critical environmental issues.

**Julia Langer**

Quality of life and quality of economy <u>can</u> be addressed together, especially at the municipal level where the effects of decisions are readily seen. If we ignore the diminishing economic benefits of our declining environmental resources, we do so at the peril of losing our constituency in this area. We are at the brink right now. We could have more and more cars, problems with our water quality etc, or we could choose a path that leads to improved quality of life, quality of environment - those terms are used interchangeably - and actual economic benefit as well. But this positive direction can only be achieved if we put the environment at the top of the agenda as most of the public is doing. The environment is the number one priority with the public, as poll after poll indicates. Not acting now will mean very draconian measures further down the line, measures which no one likes but which are already being taken in some places to ensure clean drinking water or to secure a place to put the garbage.

The point is that there are incredible opportunities that are being ignored, opportunities for improving the quality of the environment, the quality of our life <u>and</u> the economic benefits that accrue to government and industry. Attention needs to be paid to the basics of demand management. There has been too much concentration on the supply side of the economy, which leads to constant growth. Demand management looks at controlling demand to limit growth in energy, in transportation and in all the traditional services that a community consumes.

"There is much fat to trim. Look up at the lighting. We're probably using 75 watts in each one of those bulbs when they could be replaced by 13 watt light bulbs, savings of eighty percent per light bulb. This means less generation of power, less acid rain, less carbon dioxide - which causes the greenhouse effect - and financial savings in terms of less electricity consumption."

* Consider water use. If water conservation programs were initiated here, there would be no need to build the Green's Creek sewage treatment plant.

* Consider building standards. It is almost criminal that new buildings going up around the city are not super-energy-efficient, built to at least the R2000 standard.

We must be solution oriented. We must get hold of the best technology available and believe our calculators when they show that this brings energy and dollar savings while at the same time conserving the environment.

Individuals have a vital role to play but to win their participation we will have to promote an aggressive lifestyle advertising campaign to show people what the opportunities are, to show them that conservation is the lifestyle for a better quality of life. Government has a role as a transitional mechanism to push the market in the direction of environmental conservation with investment incentives, to show industry that investment in environmental protection can pay. If government, industry and the public together take a creative approach, the benefits could be incredible.

**Brian Jonah**

Mr. Jonah described the quality of life in the Glebe community and some of the threats he saw to that quality of life. The Glebe has a population of approximately 12,000, with a roughly even split between renters and owners. It has an attractive business strip on Bank Street, made up mostly of small businesses. It is a good place to live with a sense of community and a small-town atmosphere, although it is right in the centre of Ottawa. People know their neighbours and are concerned about what is going on in the neighbourhood. They are willing to be involved in order to maintain and improve the quality of life in the community. Being close to downtown, they can walk or ride a bike to work; they have Dows Lake, a lot of parkland and the pathways along the Canal. They are fairly close to the Arboretum and the Experimental Farm. There are some recreational facilities, although not as many as they would like; there is the community centre, Lansdowne Park and a number of fairly high quality schools. Overall it is an attractive community.

However as the Glebe's reputation attracts more and more newcomers, his major concern is how many more people can the community accommodate before the quality of life is diminished for the people who are already there? Overcrowding creates

problems such as over-usage of the sewer systems, lack of parking, traffic congestion and reduced green space as every little piece of land is built on. House prices have risen to such an extent that two salaries are needed to pay the mortgage and this tends to reduce the number of children in the community. With both members of a household working, there is less time to give to community volunteer work. This all leads him to be concerned about the City of Ottawa's policy of neighbourhood intensification. How far can this policy be pursued without reducing the quality of life?

Specific environmental concerns include water pollution. Most waterways in Ottawa-Carleton are already polluted. New water treatment facilities are urgently needed. Much of the sewage system in the Glebe dates back to just after the First World War when sanitation sewers and storm sewers were combined, so that now after a heavy storm, sewage floods into people's basements. The more people connect to this sewage system, the worse the problem becomes. Air quality is not too bad except when the wind blows from the northeast and brings in the sulphur smell from the pulp and paper plants. They do have a real problem with traffic noise since the Queensway, Bank, Bronson and other arterials go through our area, and there is a growing problem with noise from outdoor cafes.

As for waste management, they certainly support the City's composting and recycling programs and would like to see them expanded, but they would be very concerned about the effects on air quality of an energy-from-waste incincerator proposed for the corner of Carling and Preston. They are also concerned about traffic congestion and feel that the ultimate solution is to avoid bringing traffic downtown by developing employment nodes in the regional communities. The central communities will be unable to bear the trafffic load by the turn of the century if we centre all our employment downtown. Connected to this are parking problems as people park in the Glebe not only to get to local businesses but also to walk from there to the downtown core. Of course the Central Canada Exhibition at Lansdowne Park has created the worst problems. Fortunately it is leaving in 1991 but what is going to replace it? There has been talk of a new Trade and Exhibition Facility, which may result in their incurring all the old problems on a year-round basis instead of for ten days a year. The question is whether they will have to accept a lower quality of life in order to preserve the environment.

Mr. Jonah also raised the issue of taxation. He sees federal taxes going up, GST being introduced, federal transfer payments to the provinces being reduced and consequent cuts in provincial grants to municipalities, who then have to raise their taxes. Yet most people's wages have not increased at anything like the same rate. We are also going to be confronted with regionalized market value assessment. In his neighbourhood when this was last updated, it led to a 15 percent increase in municipal taxes. He concludes that at some point people will refuse to pay any more taxes until authorities do something about all these environmental problems.

## Discussion

### A. ON LIKELY GOVERNMENT ACTION ON THE ENVIRONMENT

The political reality is that while all levels of government are saying a lot about the environment they are doing absolutely nothing. This tempts many environmental organizations to ignore the government and work directly with the private sector. However, we need a variety of strategies. For example, we need to get some environmental taxes in place, such as an electricity tax to encourage people to use less electricity. Most people will support this kind of measure where they have some control, their bills will not necessarily go up and where the funds generated are used directly for environmental purposes. We have to persuade politicians that there are revenue neutral or revenue generating measures that can be taken to protect the environment.

The situation with the environment is different from that of unemployment in that while nobody really knew how to solve the unemployment problem, the environmental movement is producing very specific recommendations. The necessary policies will take time because they require a change in priorities, but they will be put in place because the specifics are there and there is a demand for them. Environmental groups across the country have worked together to produce "A Greenprint for Canada", forty-three specific environmental recommendations for the Federal Government. A similar document is being prepared for Ontario at the request of *The Ontario Roundtable* and every municipality can do the same thing if it is solution oriented and is willing to consult those with the most up-to-date expertise.

The Federal Government has just made an announcement about new emission standards for motor vehicles and the provincial governments are examining ways to ensure these standards. So things are happening, but it is debatable whether these measures are sufficient or are happening fast enough. There are not enough politicians who are really concerned about the environment and it is only when there are politicians running specifically on an environmental platform that we will see any real changes. And the staff of bureaucracies are not at all well informed on environmental matters.

### B. ON IMPLEMENTING SUSTAINABLE DEVELOPMENT

There are some specific key words to bear in mind when evaluating any proposal or document: <u>conservation</u>: does it conserve whatever it is using, such as electricity, water, resources, paper? There is a hierarchy applicable in waste management that can be applied to a lot of other areas, this being <u>reduction</u> (in the number of resources being used), <u>re-use</u> and <u>recycling</u>. It may be difficult at first to evaluate proposals along these lines and it may be necessary to pay for environmental expertise until staff are better trained in this respect.

Given the immense expense of the infrastructure needed for cleaning up, the Federal Government must take the financial lead. It has taken some policy lead but the question is: how to implement policy? Experience shows that the most effective way is to use some of the federal money for advertising and support of the policy at the municipal level, to do an end-run around the provincial government and to communicate directly with the municipalities, where people are intimately connected with environmental issues and where communities provide the push for implementing change in their neighbourhoods.

However, end-running the provinces may not work. The Federal Government sets the policies for the country but it is the provinces that set up the procedures. In many cases, although it is the municipalities that carry out the actual programs, they need the provincial infrastructure to do so.

At present the Region is increasing the capacity of Green's Creek and upgrading from primary to secondary treatment. The provincial government has required this improvement but has not provided sufficient funds, which forces the municipality to turn to the local tax base. The Federal Government has not taken the leadership role that it should in funding environmental improvements, leaving lower levels of government at a disadvantage when implementing environmental policy. The provincial Round Table such as Ontario is pursuing is interesting, because all departments are brought to the table. This is how it should be done at the municipal level as well. All the departments have to re-think and redesign their projects together to make sure they are environmentally sound.

## C. ON CONSULTATION WITH COMMUNITY GROUPS

The Region is planning consultation with the public on the last Saturday in February specifically on environmental matters. This will be a good occasion for community groups to come out. When they do, they should come with a view to articulating the kinds of things they want politicians to see. In the next election we are going to have to see people running to some extent on environmental matters. But that kind of consultation should help them formulate what's needed.

In terms of getting moving, we might think of Alcoholics Anonymous and the self-help movement. People in that situation also know what needs to be done but they often don't do it without a support system. Part of the support system is knowing that your neighbours care and part of it is a feedback loop on how you are doing. We should pay much more attention to how you motivate people to step across the apathy line. Consultation is important also from the point of view of ownership, so that people identify the problem as their own problem and one which they can do something to solve. Without this approach, governments are in the position of imposing programs to solve problems that people do not identify with, and this will not work. Ultimately what we need is not community consultation but community participation, the actual transfer of a share of power in decision making.

WORKSHOP 8

## FINANCING THE FUTURE: WHO PAYS AND WHEN?

**Chairperson:** **Nancy Smith**, Regional Councelor, Ottawa, (St. George's Ward).

**Panelists:** **Enid Slack**, Enid Slack Consulting Inc., Toronto.

**Gary Stamm**, Stamm Economic Research, Toronto.

### Synopsis

As its title suggest this workshop aimed at emphasizing the future financial requirements of the RMOC, determining the relative importance of future sources of revenues, and assessing their effects.

Given time limits, the two panelists covered a fair amount of ground relevant to the topic, with Dr. Slack presenting a concise framework of the financial issues facing the RMOC.

RMOC financial trends indicate that expenditures are rising while traditional sources of revenue, namely grants from senior levels of government, are dwindling. Thus, alternatives sources of revenue must be found if the level of municipal services is to be maintained and improved upon.

However, since revenue cannot be raised indiscriminately for fear of negative effects upon the region's economic and social structure, a choice between the two alternative principles of taxation, based on *benefits received*, or on *ability to pay*, will have to be made to determine how revenues are to be generated in space and time.

Although the workshop did focus on the relevant issues, it did not give sufficient attention to the dramatic rise of certain expenditure trends, and whether sustaining such trends could be afforded in the future, specifically in a situation of poor economic growth.

**Enid Slack**

A. WHO PAYS AND WHEN?

The presentation began by setting the issues regarding municipal finance within a logical framework. First, the trends that are affecting local governments were identified; then, the municipal response was reviewed; the issues with respect to the future were explored; and, finally, a basis for determining who pays and when was developed.

With respect to trends, the upward pressure of municipal expenditures is due to a number of factors. To begin with, senior levels of government have in effect been passing the deficit to the local levels with the transfer of program responsibilities; especially, in the areas of education, health care, and social services. As a result federal and provincial grants have been decreasing relative to total municipal revenues. Given the current deficit reduction policies of senior governments, expectations are that these trends will continue to squeeze local government revenues.

In addition to the downward pressure of grants, growth in property tax revenues has been constrained, mainly for political reasons. In effect property tax revenues have increased slightly in relation to total revenues. But, it is recognized that the property tax rate is hard to raise because of its visibility. Nevertheless, there would appear to be still some room left for such raises, because the property tax share of total taxation in Canada is now about 9% which is below the OECD average of 10%.

Finally, the most significant pressures on the expenditures side occurred because of sustained demand for education and social services, and for services related to the physical environment, such as water, sewers, and garbage collection. This increase in demand is not likely to abate in the near future as on the one hand, demographic pressures increase, in particular the aging of the population with its subsequent effects on pensions and health services. On the other hand, the physical infrastructure is deteriorating and is becoming harder and costlier to maintain.

In this context, what have municipalities been doing?

On the operating side, municipalities have attempted to cushion the relative decrease in grants with a slight increase in property taxes and a significant shift towards users' fees, specifically for water and sewer related services.

On the capital side, particularly noteworthy has been the marked reduction in borrowing: from 37% of total capital revenues in 1977 to 18% in 1986. During the same period reserve funds have increased from 23% to 46%. In addition lot levies are increasingly used to finance growth-related development infrastructure. The *New Development Charges Act* in Ontario will provide a framework for the

collection of these charges. Finally, direct levies are being imposed by school boards.

With respect to financing the future, the property tax is here to stay and will continue to represent an important source of revenues. It is also likely that borrowing will increase. Ms. Slack is in agreement with Harry Kitchen who believes that municipalities have more debt capacity than they are currently using, as opposed to the debt situation facing the provinces. This situation helps explain the tough attitude the province is taking with regard to transfers to local governments.

All in all, we will therefore see more borrowing and more of lot levies and similar tools. Ms Slack thinks that income taxes for municipalities are not a bad idea but their realization is for the distant future. Education would be a good starting point for income taxes. As an example, in Quebec, education is financed in part by income tax. Within the OECD, Scandinavian countries finance theirs almost entirely by income tax. In Canada's western provinces there is some sharing of provincial taxes with municipalities. In Manitoba, 2% of corporate income tax, and 2.5% of personal income tax goes to municipalities. However, Ms Slack believes it is a myth to think that income taxes could replace the property tax.

Regarding the question of "Who Pays and When?" The bottom line in effect is that we all pay all the time! However, from a public policy point of view the issue is how to divide the cost given the expenditures required. There are two general principles that could be applied in this context. One is on the basis of benefits received, or in other words you pay for what you use. The other is on the basis of ability to pay. A simple answer cannot be applied across the board, and a working formula necessitates the application of a combination of both principles. We may, for example, want to pay for water and sewers according to the benefits received principle, while for social services we would apply the ability to pay principle.

In the final analysis, as a future scenario, we may contemplate a framework for revenue generation based on a combination of ability to pay and benefits received principles. Lot levies and user fees would fall under benefits received, and education and social services would fall under ability to pay. The property tax would be somewhere in the middle. In summing up Ms Slack suggested that we all pay. On which basis? That will depend on the kinds of sources we will choose to rely upon in the future.

**Gary Stamm**

B. WHO PAYS FOR WHAT? WHEN?

Mr. Stamm's presentation centered on the issue of the "messy" state of municipal finances in Ontario which is precipitating the municipal financial crisis in this province. He emphasized the need for a complete overhaul of the financial system.

He began his presentation by underlining some basic projections. Population for the RMOC would grow to about 740,000 by 2001, and to some 800,000 by 2011, based on conservative estimates. As a consequence housing starts, including additional and replacement of stock, would add up to some 8000 units per year, or approximately 200,000 from 1986 to 2011. In addition requirements are for another 22 to 25 million square feet of office space over the next 25 years. Estimates are that the region's personal disposable income would grow from $12 billion currently to $20 billion over the same period. Finally, Mr. Stamm assumed that Canada's present basic structure would continue to exist.

Given these projections, Mr. Stamm proceeded to determine cost requirements in infrastructure and thus estimate future expenditure trends. Considering the water works system, sewers and road infrastructure needed to serve the expansion of the new communities (Kanata in the west, Barrhaven in the south, and Orleans in the east), the following estimates are arrived at:

| | |
|---|---|
| * New roads | $865 million |
| * Transit | $530 million |
| * Water Works | $180 million |
| * Sewers | $300 million |
| **Total** | **$1.8 billion** |

If about $460 million for repairs are added, a grand total of some $2.5 billion of capital expenditure requirements is estimated for the period 1986 to 2011.

Given this significant amount of money required, Mr. Stamm underlined that little was being done in terms of financial programming and control. Total municipal capital requirements would even be higher if schools, hospitals and other support facilities were to be taken into consideration.

As a background to revenue sourcing, Mr. Stamm suggested that ever since the days of (Provincial Treasurer) Darcy McKeough, municipalities were left in a very bad state. He is of the opinion that the whole financial system in this province is bankrupt. Rather than judiciously applying the two principles already mentionned, namely: ability to pay, and/or benefits received, what we have today, said Mr Stamm, "is a system that is neither, it is a mis-statement to call it anything but an expedient mess..." This makes it difficult to forecast. On the one hand the philosophy of the public at large is 'Anybody but me'; on the other hand, the philosophy of the government has been 'Wherever we can get it'. "Neither side introduces the smallest element of principle of taxation, the sort of thing that John Stuart Mill and David Ricardo in the last century dwelt upon" (sic). As a result the system is breaking down in this latter part of the 20th century. Apparently no one is willing to consider a taxation system based on a fundamental sense of fairness.

With regard to capital funding, Mr. Stamm identified the following sources:

* Debentures whether for specific or general purposes, which could under the law be paid off by local improvement fees.

* Capital from current. Which means that you pay as you go along.

* Capital contribution. For example from developers.

* Lot levies which represent large sums of cash.

* Provincial grants.

As provincial funds become scarce, collection from these other sources tends at times to be abusive. The effect is higher costs as developers are pressed to come up with large advance payments, and a burden is passed on to new homebuyers and to the next generation as municipal debt is incurred. The social and economic effects of this state of affairs is serious. We are really taxing economic growth, because we are taxing capital, the very driving economic force, and the worse is still to come. Already young people on the income margin drop out of the housing markets and face the prospect of becoming perpetual tenants.

Finally by way of recommendations, Mr. Stamm said that it is time to review the entire system as in 1968. He also recommended that levies be restricted to true land development costs, and he suggested that a $2-$3 billion long-term budgeting program be set in place.

## Discussion

Mr. Stamm's presentation generated a heated exchange. In particular, his capital estimates were questioned. However, on the whole, some interesting issues were raised.

### A. ON OPERATING COSTS

One problem facing municipalities is how to deal with the growth of operating costs which are growing faster than capital. The participants seemed to suggest that economies in certain areas would compensate for the growth in others, and that users' fees would have to be expanded.

### B. ON TRANSPORTATION COSTS

About $2 billion worth of savings could be generated every year alone from a non-

congested transportation system, thus justifying the required $2 billion plus capital improvement costs.

## C. ON TAX BURDENS

It was asked if any studies had been done to assess the total tax burden from all levels of government upon the future stream of incomes, considering that the population was aging and was becoming increasingly dependent on retirement incomes. Although there was no specific study referred to, it was felt that this was not an issue of much concern since the retiring population, on average, had a better asset base. In other words, people retire richer. It was also suggested in this context that future income flows would not necessarily be reduced.

## D. ON LOT LEVIES

There was a question as to whether lot levies should not reflect the real cost of development, and follow the practice in the U.S.A. of imposing differential costs depending on the nature of the development. Both panelists were in agreement that this should be the case, although opinions differed as to whether the correct cost measure should be average or marginal cost.

## E. ON A MUNICIPAL SALES TAX

There was differing opinion. Mr. Stamm was for it, while Ms. Slack suggested that it would be more regressive than the property tax and bring a host of problems among competing municipalities.

## F. ON TREATING CAPITAL CONSUMPTION

Finally, it was asked whether depreciation costs and sinking fund requirements should not be made mandatory and be carried on the books, considering that an effective rate of depreciation between 1% and 2% per year is tied up to the existing base of Canadian municipal infrastructure and has created according to the Federation Of Canadian Municipalities a $15 billion infrastructure repair problem in this country. Both panelists agreed with the suggestion. It was underlined that a new legislative framework would have to be developed in this connection in Ontario.

WORKSHOP 9

# TOMORROW'S WORKFORCE: BALANCING WORKERS' EXPECTATIONS AND EMPLOYERS' NEEDS

**Chairman:** **Fred Thompson**, President, Futurescan International Inc., Ottawa

**Panelists:** **Riel Miller**, Manager, Policy and Research, Ontario Council of Regents for Colleges of Applied Arts and Technology, Toronto.

**Prem Benimadha**, Associate Director, Compensation Research Centre, Conference Board of Canada, Ottawa.

## Synopsis

The importance of this topic lies in the fact that the very survival of many organizations, particularly private sector organizations, is going to be dependent on how successful the Region will be in balancing workers' expectations and employers' needs. The expectations of workers are linked to two factors:

a) the shifts that are presently taking place in demographics and,

b) the value system of the employees who will be working for the employers.

## A. DEMOGRAPHICS

Those who will be working in the year 2000 and onwards have already been born and two-thirds of them are at work today. The major work force trends that will have significant implications in the year 2000 and onwards include:

(i) The work force and the population are growing more slowly than any time since the 1930's.

(ii) The average age of the population and the work force is rising. The pool of young workers that will be entering the labour market is shrinking. Canada's work force is aging and this aging population is going to be the most educated and politically refined generation of older workers ever. With their skills, their experience and their financial independence, they are likely to have very high expectations in the year 2000 and onwards. They will be a very strong political force inside and outside of firms as well.

(iii) The third factor that is quite important in determining what work force expectations are going to be is the fact that the number of prime age employees between the ages of 35 to 44 and 45 to 54 is expanding. The questions to ask is what firms will do with these people at a time when downsizing has dealt a deadly blow to opportunities for promotion. The problem is how firms can keep employees motivated when promotion opportunities are limited.

(iv) The other major trend is that women will be participating in the labour force in percentages approaching those of men. What is interesting is that the pattern of women's participation will also be similar to what has been exhibited by men so far. In other words, the majority of women will be full-time career workers, not contingent or part-time workers as has been the case in the past. Differences among women's labour force participation rates when compared to age, to marital status and to the presence and age of children has been narrowing. For example, in 1981 the participation rate of women whose children were under six years of age was 49%. In 1986 it was 62%. Changes such as these will have tremendous impact in the area of benefits, in the area of work scheduling and in the very organization of work.

(v) Another important trend is that minorities are going to represent a larger share of new entrants into the labour force. Immigrants from Third World countries, with very different cultural backgrounds and expectations will continue to have an impact on the workplace. The Region is already seeing today the internationalization of the work force and more and more of this will be seen in the year 2000 and onwards.

(vi) The fast pace of technological change will also have a major impact. Much of this has been witnessed in the last five years and there will be more of it in the year 2000 and onwards. This technological change will have broad repercussions for the organization's hierarchial system. Knowledge-based workforces and knowledge-based environments will demand the elimination of rigid hierarchial structures, and will require more flexibility and more empowerment of workers who will demand more participation in decision making.

(vii) Jobs will demand much higher skills. The impact of technology will increase the skill levels required of both new and current employees. These workers' needs and expectations will be determined to a large extent by the value system of employees.

## B. VALUE SYSTEM OF WORKERS IN THE YEAR 2000+

A lot of research has been done in this area. The Conference Board and Harvard University have carried out research on the value system of workers and the results of these research efforts indicate that the work force of 2000 and onwards will share a number of values that will contrast significantly with those of previous generations. For example the old generation of workers was very conscious of job security and was rather risk-averse. The new worker we are going to be faced with will have lived through a period of unprecedented prosperity and will be obsessed with change and the opportunities those changes will open for them.

The new worker will be fearlessly individualistic. Having interesting experiences will be more valuable to her/him than accumulating material possessions or advancing up the corporate ladder. The new worker will be more inclined to see a successful career as one that is challenging and interesting than one that is necessarily going to maximize income and status. Keeping the best talent in the work place will depend to a great degree on providing opportunities for training and career development.

## C. EMPLOYER'S NEEDS

The other needs are those of the employer. At the Conference Board on which there are represented over eight hundred employers, what is seen as paramount for employers today and in the future is the need to be competitive. A research report entitled 'Opinion Leader Research' by Hay Management confirms that the number one priority of the employer across Canada is competition. This is so because of globalization of trade and commerce, and of production. With the GATT negotiations, with Free Trade with the United States, with the dramatic rise of Newly Industrialized Countries, and with growing production in the low cost Third World countries, the need to be competitive is imperative.

An example of an industry that is suffering massively from competition is the automobile industry. The automobile industry in Canada was protected in the 1920's by high tariff barriers and was dominated by three major American manufacturers, with a few European competitors having very little market share. Today Canadian automobile manufacturing has evolved from an integrated North American industry to an integrated world-wide industry. We are witnessing major manufacturers from Japan, Korea, Taiwan and Mexico, all of which enjoy tremendous manufacturing cost advantages. Today they control 30% of the Canadian car market. Those firms that are not affected by global competition face local competition which is quite fierce as well.

In the past few years firms have been using a number of tools to achieve a competitive edge. These tools include:

a) Technology
b) Access to raw materials
c) Access to financial resources
d) Human resources.

What has been happening in the last decade, however, is that there have been tremendous developments in the business world that have reduced the effectiveness of the first three factors, that is, technology, access to raw materials and access to financial resources. Technology today can be stolen or replicated. Today corporate Canada is discovering that it is the human resource that is going to bestow competitive advantages on the organization. The evidence is overwhelming. People, not machines, are going to be the driving force behind the firm's survival and its vitality and therefore behind the country's economic growth.

Therefore in the year 2000 and beyond the question for employers will be not how to get optimal returns from employees, but how to motivate the employees, how to get a committed work force. Employers will be looking at three areas:

a) Rewards and recognition
b) Skills
c) The work environment

Employers will have to look at the present compensation system which focuses attention on regular increases to base wages. By the year 2000 and onwards, we are going to witness a far greater emphasis on pay-for-performance, that is, incentives for outstanding performance.

The other area of compensation which will receive more attention is variable compensation such as productivity gain sharing or profit sharing which is already quite well-established in the United States. We shall see more and more of employees' stock option plans which can provide both a generous retirement income and a sense of involvement in the company's mission. Also we shall see tremendous emphasis on training and retraining. Training programs will be an important key to maintaining competitiveness for various reasons. One reason is that new technology requires upgrading of labour skills in many areas. The other reason is that as companies move from old models of assembly-line production to Japanese-style work teams, employees will have to sharpen their ability and skills. The modern work place of 2000+ will need people with high reading and math skills. We are going to see major developments towards the socio-technical design of work that has already been implemented in sites such as General Electric (Bromont, Quebec) and Pratt and Whitney (Halifax).

We shall also witness a lot of employee empowerment, more job expandability, to avoid routine and boredom. The other thing that is critical in the next few years is the question regarding the 9 a.m. to 5 p.m. work schedule. There is going to be far more flexibility with respect to work time, work place and work leave. There will be more and more job sharing.

The year 2000 and onwards will also see the appearance of new organizational structures or design. We are going to witness a series of concentric circles where the employees who are closest to the customer will be the key employees, and not the officer who is far removed from the customer.

With changes in the family structure and work place demographics, there will also be a need to examine the traditional work benefits. Present employee benefits are not best suited to meet future employee's needs. We will probably have to look at the cafeteria style of benefits. The Conference Board has done a lot of research in this area to try to find out the needs of employees. Over 12,000 employees have been surveyed to determine their needs. Corporations have also been surveyed to find out what specific support they are rendering to their employees at present.

In the year 2000 and onwards there will be the need to reduce the polarization of the work force, with a large mass of very unskilled occupations and positions and a small group of highly skilled technical workers. That is going to create a massive social problem. The problem already exists in the United States today. A major role for the private sector will be to try to reduce the gap.

A major challenge is the need to transform the present educational system if we are going to meet the needs of workers. There is an urgent need to invest more in education. Although the Government will provide funds for training, the private sector can also play a direct role. The Government has an $18 million fund for this but the actual training will have to come from the private sector. Career patterns are changing and the educational system itself will need to be transformed to meet the changing career patterns.

The ultimate challenge for all by the year 2000 and onwards will be the need to share power to achieve our economic and social goals.

WORKSHOP 10

## WHAT WILL INFLUENCE THE FUTURE URBAN FORM?

**Chairperson:** **Jacqueline Holzman**, Regional Councillor, Ottawa, Richmond Ward

**Panelists:** **Graham Bird**, Vice President, Development, Perez Corporation, Ottawa;
former Regional Councillor, Ottawa

**John Braaksma**, PEng., Professor of Civil Enginering, Carleton University;
Principal, J.P. Braaksma and Associates, Ottawa

**Morris Newman**, President, Centrepointe Community Association

**Graham Bird**

### A. INFLUENCES ON URBAN FORM

There are many issues that will influence the future urban form of Ottawa-Carleton at both the micro and macro level. First, Ottawa will continue to grow in population and the region must prepare for this potential growth. Second, Ottawa-Carleton's economy is becoming more and more an information-based one. In addition, with the shifting of responsibility from the federal government to the provinces and the muncipalities, Ottawa-Carleton's federal government-based economy will change dramatically.

Coupled with this is the need to be competitive in the world market and the question arises if whether we have enough skilled workers to allow us to compete. In addition, because of an aging population and slower population growth, demands for services will be different and the question of the quality of lifestyle will become much more prominent in the future. Also, this change in demographics means less of a demand for first-time housing buyers. Debate will focus on the level of desired building density in various communities in the region.

In conclusion, it is difficult to predict the future form of Ottawa-Carleton as a result of these issues. Most likely there will be changes in the Greenbelt and an increase in the density of buildings. The sense of community will become much more important.

**John Braaksma**

B. THE IMPACT OF TRANSPORTATION CHANGES

There are many questions concerning the proper public policy response to transportation problems in Ottawa-Carleton in the next decade. The first factor that must be considered is the reality that private car ownership will continue to increase because of its convenience of mobility. In addition, it is likely with increasing disposable income and the continuing trend towards two-career households, that people will continue to be able to afford to buy cars. Also, the separation of people's living and working areas will again encourage the desire for private ownership of cars.

The second factor is that there will probably be no new significant breakthrough in technology in the near future except that cars will be less polluting. Conseqently, traffic congestion and the inherent externalities (i.e. loss of productivity and pollution) will continue to be problems.

Many potential solutions are available to help to alleviate the pressures of traffic congestion:

* electrical cars,
* driver automated guidance systems (which are used in Hong Kong),
* increased use of flexed time
* car pooling
* more agrressive curb management
* congestion tolls on roads
* the use of grid road system as opposed to the radial system.

In conclusion, the overriding need is to educate the public in the better use of transport systems. The solutions are there but they need public support.

**Morris Neuman**

C. PLANNED COMMUNITIES

This presentation focussed on the pros and cons of a planned community called Centrepointe that was completely planned before the residents moved in.

There are many positive aspects to this type of community. People who move in know what they are getting into when they buy a home in this type of community and because of this commonality of interest in living in such a community, there is a great potential for a strong sense of community.

Indeed, the concept of a planned community seems ideal but there are many snags to the realization of the plan.

* First, no plan can be perfect and once planned, it can become very inflexible.

* Second, the concept of the 'perfect' community and its 'success' means different things to different people and this can lead to disappointment.

* Third, it is difficult to plan for all potential problems. In Centrepointe, for example, there are many traffic congestion problems that were not anticipated by the planners.

In conclusion, no community is perfect and like all other neighbourhoods, Centrepointe will suffer growing pains.

## SUMMARY AND CONCLUSIONS

The proceedings reported on herein reflect a wide variety of concerns regarding the future and how they will impact on the Region. Important points made include:

A. The Economic and Technological Future

i. Economic growth continues to be seen as a solution to problems, rather than as a problem itself. The reason is that such growth provides the tax base to finance local government activities.
ii. Technology is viewed as providing the solution. Failure to implement it was deemed to reflect a lack of "political will".
iii. Planning for a different economic future, based on an information-based service economy is only in its infancy in the Region.
iv. Changes to the Federal Government will have a major negative impact on the region's economy as a result of decentralization, dealing with the deficit, and privatization.
v. Growth sectors, such as high technology, will face increasing competition from within Canada and abroad.

B. The Demographic Future and the Labour Market

i. The growing middle-aged population is facing a challenge of automation.
ii. There will be a shortage of entry-age workers in the next five years.
iii. There will be continued growth of female participation.
iv. There will be pressure from seniors, as mandatory retirement is ended.
v. The demand for labour will change drastically, as the economic structure changes.
vi. Work will be less rigid, more flexible.
vii. As federal employees age, their skills will become obsolete, and major efforts at retraining will be required.
viii. The work week will shorten, and leisure time will increase, altering behaviour and expenditure patterns.

C. The Social Future

i. Universality of national programs are ending. This will impose a major social welfare burden on municipalities.

ii. New technologies will hollow-out the labour force, with a number of highly skilled at the upper end, and the low skilled at the bottom, but with fewer in the middle. The implications for social and economic mobility are serious.

iii. Although the relative number of poor will decline, the absolute numbers will increase, and will feature hard core problems in the most vulnerable groups, such as children and the deinstitutionalized ill.

iv. Cutbacks by higher levels of government on health and education programs will impose a potentially unsustainable burden on local finances.

D. The Environmental Future and the Shape of the City

i. The challenges from the environment are well-known. How to deal with them is the real problem of the future.

ii. There remain internal contradictions within environmental policy, such as the one between restricting sprawl, and producing excessive density in-town.

iii. The case for public transit is overwhelming, but is ineffective in the face of private interests, the structure of the housing and employment markets, and the underfunding of relevant infrastructure requirements.

iv. Dealing with the environment will require an integration of economic and environmental policies, including restricting demands, and managing growth.

v. The role of government will likely be modest, mainly setting standards. Effective action will have to be taken by individuals acting as part of interested communities.

E. The Fiscal Future

i. Fiscal restraint at the federal and provincial level will pass the buck to local governments via reduced grants.

ii. Growing expenditures will focus on social policies, education and the environment.

iii. To finance the gap, property tax increases together with user charges and development charges will play major roles.

iv. Greater borrowing to share the total governmental debt load will be required.
v. Problems of efficiency, of taxing healthy growth will emerge.
vi. Concerns over equity, of ensuring that those who are taxed are taxed fairly, will influence the fiscal regime selected.

F. The Policy Future

i. The need for effective area-wide government at the local level is essential to deal with the future.
ii. Particular attention must be paid to development, planning and the matters of scale and externalities
iii. The fragmentation and archaic boundaries within the Region pose serious obstacles to effective governance.
iv. The reality of the Quebec side of the river must be dealt with more coherently and on a more cooperative basis.

This catalogue of issues is far from complete, but it does indicate the breadth of concerns facing the Region. The key question for RMOC and for OCEDCO, as well as for the many participants in the Symposium, is: where do we go from here? There can be no doubt that virtually all the factors noted are of vital importance to policymakers, in beginning to tackle their responsibilities for addressing the future. But how can one insert those ideas and proposals into a coherent policy approach to the future?

The central problem is that it is extremely difficult for modern democratic governments to deal in a meaningful way with future issues, particularly at the municipal level.

* The benefits will accrue to voters in future elections, but the costs will be borne by today's voters.

* The problems are most visible at the local level, but only the higher levels of government have the resources and the levers that can shape the future.

* The future is not the result of a number of isolated issues, but of a cluster of interdependent phenomena, which do not find easy expression in simplistic, single-issue politics that dominate the local scene.

* Local governments, denuded of power and structurally fragmented, are incapable of dealing with current problems, how much less so the sort of future described by the Symposium.

These are not simple issues, and few if any Western countries have come to grips with them. Raising them in the context of the future of the Regional Municipality of Ottawa-Carleton has served to make the consequences more tangible and more immediate. On the other hand, dealing with many of them at the level of the Region is difficult at best, and more likely impossible. If the Symposium has served to raise our consciousness about the challenges that will shape our future, we can begin to mobilize our efforts to address them in a creative and effective manner. The challenge to RMOC to assume a leadership role is clear, and the participants in the Symposium will no doubt watch with great interest to see how the Region responds.

# Part IV:
# Summary of the Socratic Dialogue

*(abridged and edited from audio tapes of session)*

**Introductory Remarks (Harry Elton, moderator):** I haven't had a chance to talk to all the panel members. The Socratic Dialogue is based on a series of one-hour PBS programs, each probably edited from 3 hours. of tape. You throw at real people who have real jobs/roles in life a scenario of something that could really happen in the National Capital Region.

I hope you will accept the scenario. I want to know what *you* would do; think yourself of what you are doing today that will affect the future.

It will be hard for people to see you, so stand when introducing yourself.

**Participants:**

- **Harry Elton (Moderator)**
- **Gerry Turcotte, Ottawa Carleton Research Institute**
- **Ralph Tannis, President, Randa Foods Fat Alberts and Ralph's Restaurants**
- **Iris Craig, President, Professional Institute of the Public Service**
- **Bob Reade, member of the *Ottawa Citizen* editorial board**
- **Paul-André David, Ex-candidate, Parti Quebécois, Outaouais (and Directeur General, M.R.C. of Papineau)**
- **Wes Nicol, President, Tartan Homes Limited**
- **Yvonne O'Neill, MPP, Ottawa-Rideau and former school trustee**
- **Russ Barton, President, Federation of Citizens Associations of Ottawa**
- **Marlene Catterall, M.P., Ottawa West**
- **Marion Dewar, Executive Director, Canadian Council of Children and Youth and former municipal politician**
- **Peter Clark, former Mayor of the Township of Cumberland, now with the Perez Corporation**
- **John Kettle, Futurist, editor FutureLetter**
- **(Marc Grondin, listed in the program, was unable to attend, due to family medical emergency)**

ELTON: The time is 1993. Quebec has had another election and Jacques Parizeau has been elected premier. His platform was to take Quebec out of confederation. The same platform as this time, "A vote for me is a vote for separation. However, I will consult with you, the people, every step of the way."

Marion Dewar, how does that affect you in your present job?

DEWAR: I would be concerned with the kinds of programs that Quebec would have for children and youth. I'd hope that they would consult with the people working in the province in the youth area.

I would call on my collegues on the other side of the river and ask about the implications.

ELTON: Do you consult now?

DEWAR: Yes, because we are a national organization, we have members of our board from Quebec, but not specifically the Outaouais.

ELTON: Ralph Tannis, do you do business in the Outaouais?

TANNIS: No. We had a store in Aylmer for six years during the PQ era, but we had a lot of trouble with language and with the signage. It (your scenario) would be good for our (Ontario) business because we would get an influx of anglophone business from the Outaouais.

CLARK: There would be some problem for construction industry. It would make it worse to do business over there.

ELTON: M. David, in 1993, you have been successful in being elected. How will you be affected?

DAVID*: Mais dans un premier temps c'est certain que le fait d'avoir à partir de l'Outaouais pour aller à Quebec ne changera rien dans ma vie courante si ce n'est que pour aller administrer la chose publique.

Pour moi ça n'aura d'autres implications que celles que j'ai actuellement au sein de mon parti au sain de mon governement comme travail. Mais laissez moi vous dire qu'advenant le départ du Québec ça ne sera jamais un coup forcé, ça sera toujours des coups négociés et nous sommes encore dans une démocracie et nous resterons dans une democracie.

CRAIG: I'll be very startled as a Canadian. Very upset that someone didn't do something about it earlier. The Parliament today has done nothing; they'd let this country fall apart. My membership will feel the very same way. We're doing something about that right now.

NICOL: The building industry would experience an influx of a lot of people to our side of the river. There's already a disparity between the land prices on the two sides of the river.

But we don't do any business in the Outaouais.

ELTON: Is there a builders association?

NICOL: Only on the Ontario side. We talk to them.

KETTLE: The PQ got 50% of the Francophone vote in last election. I have to wonder why this happened as late as 1993. They simply want to make their own rules to go with their very different culture. Newfoundland and seal hunting: same thing. It doesn't see why it should conform to the rules of the rest of Canada.

Common currency and open trade.

ELTON: What should RMOC do about this?

KETTLE: Well you've done it. You've looked at the region of Ottawa and Hull and called yourself the Regional Municipality of Ottawa-Carleton.

TURCOTTE: Ottawa-Carleton is a name for the municipalities on the Ontario side. We're trying to get cooperation with those on the other side of the river.

ELTON: You may be the only group trying to get people on the other side of the river actively involved. Is there anyone else trying to do that?

O'NEILL: We do a lot of student exchanges between the two provinces. The exchanges with the students living in this region are probably limited to student visits to the national museums and sites. Language laws of Quebec are being misinterpreted over here. Ontario is putting into place new French language service laws that will take effect this November. They are being misunderstood in this area. People in this region are saying that we should not being doing this in the face of what Quebec is doing with the English language.

CATTERALL: (Same question) Building bridges to another community. There aren't the exchanges there should be. I believe that the greatest thing we as politicians could be doing is to not give in to the tremendous amount of feeling that is coming out from people. This is the very time we have to remain committed to the idea of a community on both sides of the river, interdependent socially and economically. And I think building those links would do more than playing a game of nasty one-up-manship. We must not give into the feelings out there that we should be getting back at Quebec, even though we are interdependent economically and culturally.

ELTON: What was your position in the matter of moving the Transport Canada Headquarters to the Quebec side?

???: The decision should be based on good sound urban planning considerations on both sides of the river.

CRAIG: The space agency went to Montreal even though the people of this community were completely against it and were able to show reasons for what harm it would cause.

ELTON: Was that a way of building bridges to the Outaouais?

CRAIG: It was, since the Ontario government suggested that it would support moving the agency to the Outaouais.

CATTERALL: You don't do those kinds of things without causing damage to other communities.

ELTON: Mr. Barton

BARTON: We would obviously be concerned about any misinformation that might be getting out about the situation. I could see us adopting one of the municipalities on the other side and getting into some kind of dialogue with

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* M. David's remarks have not been translated nor abridged in order to retain their flavour and significance.

them. I could see us lobbying on issues like the space agency. It could easily have been in the Outaouais, even 50-60 miles away.

ELTON: Do you have members in the Outaouais?

BARTON: No, because we are exclusively an Ottawa group.

ELTON: Mr. Reade, you have to write an editorial the day after. What are you going to say?

Reade: The newspaper's job is to get information out on both sides of the river and that the options would be known, so that when the electorate is making decisions as to what to do, those decisions will be based on information, not instincts. We would avoid over-reacting and show that we respect the sovereignty of the people. Let's make sure we know what the results of a separation vote would be.

DEWAR: Up to the end of 1985, the City of Ottawa and the City of Hull met twice a year. By 1993 it would be sad if those meetings had not resumed. That's the kind of thing that builds bridges. Like transportation matters.

ELTON: Why did they break down?

DEWAR: They didn't break down; they just stopped being planned. There are so many areas where there are common interests.

CLARK: This example was limited: only Ottawa and Hull were involved. We have a fair amount of interchange right now. You are implicating, Harry, that there is something that should be taking place now that would be preventing this scenario from happening. We are seeing the people over there wanting a little self-determination. Their language and system of law is different. There is indeed something unique about the Francophone culture. I don't think there is much that we have done that is causing this thing. It's like your kids growing up and deciding to leave home; we've had a lot of good times with our counterparts on the other side of the river. There's been a lot of defensiveness, like in the construction business; we have retaliated on our side. The need for communicating is not being filled.

DAVID: Lorsqu'on dit que le Québec ne sera pas viable sans une participation canadienne je dis a cela c'est fou à mon égard. Le gouvernement du parti Québecois était là de 1976 à 1985 donc ça l'a été 9 ans. Pendant ces 9 années là vous vous rappeler que ça l'a été une des années de croissance économique et surtout dans le deuxième mandat du parti Québecois où nous avons connu des performances qui était en hautement supérieures à tout le reste du Canada au niveau du Québec, et ça, avec un gouvernement qui était du parti Québecois. Chose qui est réelle, tantôt on disait aussi, on pense que les anglophones vont traverser, je vais vous rappeler le cas de la Sunlife. En 1976, Sunlife a quitté Montréal pour Toronto et Sunlife revenait à Montréal en 1980 sur la pointe des pieds parce qu'elle avait perdu des millions et des millions de dollars. L'argent na pas d'odeur, et c'est un langage universel. Soyez sûrs d'une chose que même si le Québec devait se séparer tous ceux qui sont ici, des industriels dans cette salle, des hommes d'affaires, ces hommes d'affaires vont continuer à faire affaire avec le Québec parce que c'est de l'argent. Ce langage là est universel. Et ensuite je dis que le Canada est bâti sur deux solitudes et c'est un fait. Tantôt mon collègue de gauche disait effectivement c'est un fait vous avez deux solitudes, nous sommes 88% de la population du Québec, nous sommes 20% de la population du Canada, nous sommes 2% de la population de l'Amérique du nord. Et est ce que vous pensez, qui mieux que les francophones peuvent veiller sur le bon grain, veiller sur en fin de comte sur leur protection, c'est certainement pas les 88 autres pourcent qui vont nous donner ou veiller pour nous sur ce grain-là. C'est uniquement, en vous disant qu'on va faire par négociations on n'a pas l'intention de faire des coups de force. Nous avons toujours vécu dans un pays démocratique qui est extraordinaire. Nous aimons le Québec, nous aimons le Canada. Actuellement vous avez des positions qui nous démontrent clairement que les solitudes tentent à se séparer un peu comme les continents. Mais dans ce sens, l'ouest est en train de démarquer une partie importante ou les anglophones veulent se séparer de plus en plus pas seulement du Québec mais peut être aussi des autres régions du Canada. Ce que je crains, et ce qu'on devrait se poser comme question aujourd'hui, c'est l'éclatement. Parce que tantôt dans les ateliers personne n'a oser mentionner la situation du Québec. Et soyez sûrs d'une chose. Si le Québec devait partir, attendez-vous que dans 10 ou 15 ans l'Ontario fera de même. Et je suis sûr et certain de ce que je vous dis parce que l'Ontario va devenir l'unique et le gros boucl émmissaire du Canada. Et il faut trouver une solution ensemble et rapidement. Parce que si non, ça sera la fin.

CATTERALL: My response to your earlier question about what I would do would be a highly personal one. I would feel that part of my identity, my Canadianism, would be ripped away from me. That is how I felt in 1980. I felt my concern not out of fear, but out of love. If Quebec were not a part of Canada, then Canada would cease to exist. It would not be the same country. We would see the reversal of what we had built during 125 years. How do we express our concerns to Quebec as a marriage partner rather than as an impatient parent.

ELTON: Marriage sometimes ends in divorce.

CATTERALL: They often do because neither person says, until it's too late, that they don't want it to end that way. We should contemplate whether we want it to end that way; and whether we want to have the Maritimes way out there on the other side of Quebec.

ELTON: Why can't there be a Fat Albert's in the Outaouais?

TANNIS: I guess we'd have to call it "Gros Albert". In response to the PQ candidate, the reason things got better after awhile during the PQ's reign, was because the government stopped talking so much about separation. I think Canada would fall apart. We have been treating Quebec like a child. We keep giving to them and they still complain that they want something else. We do this also with other parts of the country. The West and the Maritimes have as many reasons as Quebec to separate. We dwell too much on the language differences.

ELTON: You sound too much like a member of Parliament. What about RMOC? Dewar and Catterall, you now operate out of that "talk shop" on the hill. How long did it take you to lose that local perspective in favour of the national perspective?

CATTERALL: I always had it. Even at the local level, it is the job of politicians to get people to broaden their perspective to think about the effects of public decisions on others. Otherwise you are not doing your job.

ELTON: When you, Mrs. Dewar, became the MP for a Hamilton riding, how did that change your feelings about the people of this region?

DEWAR: I don't think it did anything at all to them. We are lucky to have had the kind of capital we have. I was born and raised in the province of Quebec and it will always be a part of me. When I watched the parents in my Hamilton riding trying so hard to find space for their kids in French immersion, I realize how we here have had it so easy and still have done very little to enjoy that culture that is just across the river.

READE: You've put us on the defensive. Isn't it possible that this problem has come about simply because people think there are other problems that are more important?

ELTON: What about a Federal district?

CLARK: Since I am sitting in for that 11th province proponent (laughs), I think that I don't like the doomsday-sayers that say that, if Quebec does elect a PQ government in 1993, it will necessarily be the end of Canada. It will be the end of Canada as we know it, but the analogy of children in the family growing up and spreading their wings, certainly the kids do come back as adults and discuss some very adult things with their parents, and in a surprisingly mature manner. So, I don't see an end, but a new set of re-negotiated rules by which we will all function. Quite frankly, having an 11th province may not solve a problem. We surely have economic ties; we have stronger ties to the Outaouais than we have to Toronto. God forgive me, Yvonne, but that is a fact. I don't think any of us have thought about this in the detail you would have liked us to. What would happen? Probably nothing.

NICOL: If this happened, why wouldn't they allow some local options, such as the Pontiac staying with Canada by becoming part of Ontario? We are a single distribution area, whether it be for soft drinks or whatever. If the majority wanted it, I think it would be a terrific idea.

ELTON: What about the Washington D.C. model?

TANNIS: I think it is a terrific idea. It makes economic sense. I was curious about what would happen to Montreal; I wonder if a majority of Montrealers voted for the PQ this time. If it weren't for the media and the politicians, we wouldn't be having such a difficult time with Quebec right now. When I lived in Montreal in the late 60s, I didn't see or hear anything about separatism; but when I came to Ottawa, it was in all the media, and the politicians were the ones talking about it.

DAVID: I am the D-G of the MRC of Papineau. C'est juste la région qui sépare l'Outaouais du reste du Québec. Et je dois vous dire que le thème de la Capitale nationale nous a causé énormément de difficultés à nous du Québec. Dans ce sens que nous sommes à l'ombre de la tour de la paix du côté québecois et nous sommes très loin du parlement du Québec. Et Québec ne veut pas investir dans l'Outaouais parce que la Capitale nationale le fait parce qu'elle a mandat de développer une région et c'est nous qui payons du côté québecois pour cela. Et c'est quand je vous dis ça c'est vrai, c'est pas juste une peur que je vous raconte c'est que vous ici, vous avez le gouvernement ontarien qui vient faire des choses, vous avez la région d'Ottawa, la MROC, et en plus la Capitale nationale . Chez-nous, nous avons qu'une seule, actuellement on a le gouvernement municipal qui fait des choses, et on essaye de se démener comme des chiens dans l'eau bénite. Et cependant, qu'est ce qu'arrive c'est que le Québec n'est pas intéresser à investir en surplus de la Capitale nationale. Tant ici bien que nous

avons que la Capitale nationale pour nous apporter des choses et c'est une ceinture verte de 30 kilomètres qui s'arrête à Masson. Et la plus belle preuve c'est l'autoroute 50. Vous avez vu tout est mort. C'est fini parce que la Capitale nationale se termine là. Maintenant reliée économiquement Ottawa qui est la Capitale nationale avec son aéroport international qui est Mirabel ce n'est pas important ça. Donc c'est toutes ces petites questions-là qu'on s'est posées et qu'on se posent encore. Et lorsque j'entends les gens dire que c'est vrai qu'il y a des liens economiques je suis persuadé que c'est plus facile pour un commerçant d' Ottawa d'acheter son Pepsi ou Coke à Ottawa ou à Hull s'il était distribué à Hull, exemple. Donc, on est pas loin, c'est un pont à traverser. Mais, entre les deux gouvernements, Québec et Ottawa, il y a une difference, et je pense que tant et aussi longtemps que le fédéral conservera son emprise sur le côté québecois comme il le conserve actuellement, nous vivrons des tensions comme nous en vivons. Actuellement, parce que nous sommes mal déservie par les deux paliers de gouvernement. Nous sommes mal desservie par la Capitale nationale. On vient de voir les coupures actuellement là. Alors qu'on déneige le Canal Rideau on vient de nous couper une petite patinoire de 10 par 10. Ça je trouve ça aberrant. Et par compte, de l'autre côté ce qu'on fait c'est que on va tout simplement être mal déservie aussi par Québec. Donc ce que je veux que vous me compreniez. C'est que nous sommes deux solitudes, mais la solitude de l'Outaouais c'est vraiment particulier parce que nous sommes deux régions tout à fait connexes, adjacentes et nous avons pas effectivement toute la même histoire et les mêmes besoins. Mais nous, on veut par la normalisation tout régler avec le même modèle et la même formule. Donc aujourd'hui on est rendu à l'ère de la modelisation.

BARTON: As a citizen, I would wonder to whom I would pay taxes and how many taxes. I also wonder whether the valuable network of community organizations would be hurt with a national capital district. I would see a federal district to be somewhat threatening to these groups. I suspect that Quebec groups would see it in the same way.

TANNIS: You have better highways on your side and you have gotten most of the growth in federal government jobs there. As an NCC commissioner, I know that the Outaouais gets as much of the NCC budget as the Ontario side, both in the Gatineau Hills and the Brewery Creek.

ELTON: Now I'm going to let the audience participate. There is now an election for a regional chairman. One candidate is promoting an 11th province, the other wanting to protect the existing boundaries. [Asks for a show of hands. Result: about even.]

CLARK: Both M. David and myself feel somewhat isolated from our provincial governments. Both feel underserved. And we also feel the federal government feels that by having its seat here, it is doing as much as it can. And that's not true.

ELTON: I want now to move us ahead in time to 1997. There has been another Quebec election. Mr. Parizeau has been re-elected and his platform this year is that, by the year 2000, the province of Quebec will no longer pay taxes to Ottawa. The Quebec boundaries are non-negotiable. All federal assets in the province are deemed to have been paid for by Quebec taxpayers and therefore belong to the new Quebec state (including the printing office, Gatineau Park, the new Museum of Civilization). And they are welcoming all those who speak French to return to their homeland.

DAVID: Je vous remercie à l'avance. J'accepte tout, et je vais parler à Mr. Parizeau pour lui dire que c'est déjà fait, merci. Disons qu'actuellement ce sont des scénarios. Vous entrer je pense, un peu dans, blague à part dans des scénarios qui sont fort possibles dans le sens que nous avons dit une chose c'est que nous sommes dans un pays démocratique nous allons demeurer j'ose l'espérer personellement dans un pays encore démocratique, et actuellement nous avons des choix à faire. Nous avons des choix, vous allez en vivre un et selon moi nous allons vivre sans attendre en 1997 les deux années les plus importantes pour le Canada avec tout ce qu'on va vivre d'ici juin prochain l'entente du lac Meech ainsi de suite, donc il y a des choses importantes qui s'en viennent. Pour 1997, ça serait fort important, ça serait fort possible qu'on ait été par référendum pour demander justement ce que les québecois ventent. Et se donner un pays à notre dimension et à notre saveur. Ce qu'on veut avoir dans ce coin de pays-là. Et c'est tout à fait plausible.

Je vous remercie à l'avance pour toute la définition et la vision vous avez eues.

READE: I guess we would write an editorial admitting that we were wrong; that business, the environment, etc. social welfare were not the key issues, and that we should have ignored these other things. I do not think that this is the most pressing issue in Ottawa-Carleton at this moment.

CRAIG: I'm rather startled at how Canada has changed over the last ten years. Ten years ago, there would not have been this type of vote. I think that most people on this side of the river thought that it couldn't happen and that the issue would go away. Now that it is on the table, I think that the people over here are saying to Quebec to go

ahead and separate. And I think that is a shame. Ontario will have to take very tough decisions. B.C. will probably go with the U.S. and God only knows where the Maritimes will go. I think the Prairies will form a union. Right now we should be taking definite steps to stop it. We have to address the issues in Meech Lake now. Quebec and ourselves have to learn to listen better. I don't want the government of the day ever again to decide something so important in the backrooms of this country. (applause).

ELTON: But Mr. Bourassa has said that if Meech Lake doesn't go ahead, there will be real problems.

CRAIG: But Mr. Bourassa isn't everyone in the province of Quebec, thank God.

ELTON: Let's assume that the Liberals are in power in Toronto.

O'NEILL: If these things happen as you suggest in 1993 and 1997, this part of the province will suffer the most. The separation of Quebec will destroy the business competition that we have built up to support our role in international commerce. Mr. Peterson anguishes over this problem and has worked very hard to develop a good relationship with Mr. Bourassa. Forty to fifty thousand people cross each interprovincial bridge to and from Quebec each day. This will be badly disrupted. I don't want our generation to be the one to destroy this country, the country we are so proud of around the world.

KETTLE: From a Toronto point of view, the discussion is quite parochial. There are almost no immigrants in O-C, in contrast to most other parts of the country. All immigrant enclaves are de facto separatist, but Canada incorporates them into the fabric of the nation. One of the great appeals to these people coming to Canada is that you come here and don't have to enter an American-style boiling pot. That you can be different. Quebec is saying the same thing, that they want to be different. I say that as an immigrant. Another point is that in 1992, there will have been the unification of Europe. What will that mean? Several cultures have agreed to an economic alliance, not a spiritual or cultural alliance. And that should be in the air when Mr. Parizeau makes his political plans. It is quite natural that he should suggest that we should continue as a single economic unit.

ELTON: If they got this kind of cultural sovereignty you talk about, would the people of Canada be able to continue to see Ottawa as the national capital, or would they want to move it to another location?

KETTLE: Even a movable capital is an interesting idea. Many of the legislatures might want to come here once in a while, and have the federal legislature move temporarily to other parts of the country. By the way, on your vote for a capital district, the 50% who voted for it, I view as Ontario separatists. That's the same as Quebec.

CATTERALL: Buildings are one thing, but people at work in communities are more important. Do the people in Ontario stop working in Quebec? Do we charge people for crossing the bridges? We should be working now to increase trade between the provinces.

ELTON: I'm sure that M. David will still want Ontario people to cross the river and use their recreation and tourism facilities.

O'NEILL: If we're out of touch, we will be cutting ourselves off from a lot.

We'll put ourselves in a very vulnerable position to break up Canada as an economic unit. We haven't got a good construction exchange between the two sides. This has been going on for 15 years now. And there are other areas.

ELTON: With this scenario, will there still be a market for new homes here?

NICOL: I don't think it will be the end of the world if there is a different economic unit on the other side of the river, and there will still be economic growth. We do business in Florida, but not the Outaouais where we lost our shirts when the PQ came into power. Anglophones easily get frightened. Their (Outaouais') infrastructure is not as good; the feds continue having to bail them out in that area, e.g. sewage treatment. We would build there if it didn't frighten us to do so.

TURCOTTE: We need to build real links now. The division in the construction industry should be healed. I don't want a federal district like Washington D.C., but I like the idea of an 11th province. And yes, that makes me an Ontario separatist. We've got a lot going here in Canada and if we learn to work together we'll do quite well. But if we don't work together, everyone in the country will not do well.

TANNIS: If we're separated, there would actually be more trade between Ontario and Quebec because trade between provinces is so restricted in Canada now. It's really stupid that more trade goes north-south than between provinces. We are starting to see the repercussions of that, now that we have free trade.

O'NEILL: We need lots more exchange across the river.

ELTON: How do you get the caucuses in parliament to build those bridges.

CATTERALL: You do it informally, outside the sessions. Look, there are problems just to bring municipalities on this side of the river together to talk. But are we going to just get together as rich little municipalities and protect what we have or are we going to think about the poorer communities in both provinces just outside the region that need our assistance? We control the economy of this much larger region. And we haven't begun to address this problem. If we can't get together to say Hi on the Interprovincial Bridge on July 1st each year, how are we going to address these larger questions,.

DEWAR: It's not going to happen in the green chambers. I'm really disturbed that Trudeau brought back the constitution without consulting us and without properly including Quebec. Now Mr. Mulroney is trying to fix that by taking the 10 premiers into a back room to work something out. We should be the leaders of the country in getting behind communication among the two cultures, through our community centres. I have great confidence that the people of Quebec want to be partners in the constitution and they don't want to leave out the native people. If I were in Quebec today, I'd probably be questioning why people are so upset at our sign bylaw when a French-speaking person visiting Alberta would have to really search for a sign in French.

DAVID: Sur la forme actuelle la forme sur la quelle nous connaissons actuellement la constitution canadienne je ne crois pas que les québecois soit en intéressé. La preuve est que si la constitution devait rester telle qu'elle est, ce que Mr. Bourassa la signerait pas lui non plus. Donc, ce qui est peu dire. C'est à ce niveau là, je trouve que c'est un fait et ce que disait Mme Dewar tantôt que je trouve très intéressant. Et ici j'ai mes collègues qui sont un peu agacées par tout ce dialogue-là ce que je dis cependant qui est vrai c'est que nous sommes en 1989 on a eu un scénario en 1993 ça sera peut être intéressant que l'on puisse commencer des discussions et à s'interroger soi-même sur ça . On parle d'une constitution, ont parle d une fédération canadienne, je lance l'idée comme ça. Est-ce qu'il y a déjà quelq'un qui a pensé à une confédération. Donc ça c'est une autre dimension je pense qu'on a des solutions. On vit actuellement, c'est certain que ce ne serait pas le reste du monde si le Québec devait partir cependant l'homme étant ce qu'il est, nous avons un habileté énorme à la survie, un et deux, à nous adapter. Et je suis persuadé qu'on va trouver des solutions pour vivre ensemble parces qu'ont changera pas d'une façon ou d'une autre le Québec va rester l'Québec et l'Ontario va rester l'Ontario comme entité. C'est-a-dire deux terres qui se voisinent et on va être obligé de vivre ensemble d'une façon ou d'une autre çà ça me fait pas peur. On va trouver des moyens, je ne crois pas qu'on a des frontières, des barbelés, des barrières, des douanes, çà ça m'énerve pas du tout cependant ce que je dis c'est que si nous nous plaignons, si nous disons que la situation actuelle ne prévaut pas, est-ce que vous seriez prêt à etudier d'autres solutions . Est-ce qu'il y en a d'autres solutions qui vous intéressent. Moi c'est ça que je me pose comme question, parce que tout le monde est tanné, tout le monde dit bon c'est le Québec qui c'est le trouble fer. Il nous emmerde. Mais je dis bon, si vous avez des choses à proposer mieux bien les mettre sur la table parce qu'en 1993 ça serait peut-être trop tard et en 1997 certainement trop tard.

ELTON: What about taxation? If this 1997 Scenario occurs, is there a source for more money.

NICOL: There is definitely not enough now. How about a gas tax to pay for the roads that we need in the area? The system is breaking down.

O'NEILL: Our premier doesn't believe in designated taxes. You're going to have to convince Peterson and Nixon to get that introduced. Maybe that is the taxation of the '90s.

TANNIS: I think we should learn to spend less, starting with the federal government. We have too many levels of government here and thus a lot of money wasted on about 17 city halls. So many of them were constructed recently. We should learn to stop spending so much money. Then we wouldn't need to raises taxes.

TURCOTTE: Having a democracy, we need smaller units. But you also need a higher level to take on the overall services. And it will continue being a matter of bringing in more companies to locate here.

CRAIG: Taxes are high enough now. So we have to look at administration. There's too much duplication. People can't afford more taxes.

CLARK: I think I am hearing some pots calling the kettles black. I love it. There's no duplication of services. No surplus equipment during snow storms. And none in the Regional water supply. Without those 17 city halls, you would have a much larger central government, and you'd still need regional centres throughout the area, housing more regional staff to deal with recreation and people-to-people contact. You won't achieve the economies of scale as much as you think. It would fall of its own weight as far as being impersonal. Which sidewalks would you not want to be cleared, which toilets not to flush, etc.? You might argue there is some duplication in planning because there is too much top-down planning, like in Russia.

BARTON: I don't to give any ideas about where to find extra money. It all comes out of my pocket and those of my member groups' members. Fairness in taxation must be improved. There are not any miraculous sources left untouched. Also we have to look at the more economical use of our resources.

KETTLE: One of the easiest ways to get money is to get more people, and the easiest way to get more people is just to go on being Ottawa. If Hull separates in 1993 or 1997, Hull will be the loser. It will have only a couple hundred thousand people; while Ottawa-Carleton will lose only a small percentage of its population base and still have over 600,000 people. Present growth rate is 2-3% and 5% further out. That means that Ottawa-Carleton will have over 800,000 people by the turn of the century and that is big enough to generate its own economic growth independent of other centres. It creates a situation where money makes money.

ELTON: Will it create demands on the social safety net?

KETTLE: Don't assume that social problems increase as population goes up. I grew up in London, England. Its population has grown tremendously. It doesn't have more social problems; it's a money making machine. People commute from as far as Scotland to their jobs there.

DAVID: Chose que nous constatons je pense que tout le monde d'une façon unanime, nous vivons au dessus de nos moyens. Nous surconsommons des biens actuellement et ça coûte énormément cher à l'état. Dans un premier temps, je suis d'accord avec tous ceux et celles qui disent qu'il faut absolument rationaliser. Il faux rationaliser l'administration. Je pense au niveau des gouvernements surtout, il faut rationaliser. Il faut intégrer ce qui est très important parce qu'actuellement tout le monde veut en fin de compte être un petit peu, on est tous centrices dans ce sens que le nombril on l'aime, on le regarde c'est le nôtre. Il est plus beau que celui des autres. Mais reste une chose, c'est que nous devrons absolument partager et la surconsommation va nous amener, va nous obliger à partager. Je pense en autre, uniquement l'evironnement. Tous les problèmes que nous connaissons aux niveaux écologique et environmental vont nous amener obligatoirement à faire attention, à gérer nos réssources de façon adéquate et par la même occasion à gérer notre économie de façon adéquate. Et, pour moi, je pense que les gens ne peuvent plus être taxés, ils sont surtaxés assez et je croîs que les gouvernements devront faire l'effort qu'il faut pour être capable de rationaliser et d'intégrer ce qui est très important à mon point de vue. Et je ne croîs pas aux nouvelles taxes du tout.

NICOL: The best value we get for our tax dollar is at the municipal level. I agree with Peter Clark here. But they are putting in infrastructure 20 years ahead of need. But where does the money for these assets come from? It's either from the general revenue or from user fees. There's a crisis coming.

ELTON: I suspect that we've gone about as far as we're going to go on this Socratic Dialogue. But before we end, I would like to know from each of you whether you're optimistic or pessimistic about the future of OC in 2000 and why.

TURCOTTE: Optimistic. We have the will and the tools to do it.

TANNIS: Ottawa-Carleton will grow quite rapidly and our economic base will broaden nicely. Lost government employment has been compensated very nicely. Now, if we can just get back our space agency.

CRAIG: We've come a long way since Adam and Eve. We have plenty of brains to do what is necessary. I think it's just onward and upward from here.

READE: We're part of a country that has defied geography and history and economics already. We built this country on will and against great odds and I think that the problems ahead are no more difficult than the ones that we've already solved.

DAVID: La MROC est un gouvernement régionale, et c'est le gouvernement qui est le plus près des gouvernements locaux. Je crois que si Ottawa-Carleton sait traduire et unifier enfin de compte les besoins de ses municipalités locales, Ottawa-Carleton a un avenir très reluisante. Et actuellement je dois vous avouer que nous du côté Québecois pour ma part qui est dans une fonction et dans un poste de région moi aussi. Je regarde avec beaucoup d'intérêt l'évolution du gouvernement d'Ottawa-Carleton et ses prises de position. Donc je demeure très optimiste sur votre avenir et je suis persuader que vous allez continuer encore a être chef de file.

CLARK: I'm optimistic too. We have a wonderful area, including the beautiful Gatineau Hills in which to bring up our children. If we keep our wits about us and with good will, we'll still have all this in the future.

BARTON: Much greater interest from community groups. Increased participation from them and membership in them. Issues for the future must include the environment, e.g. cleaning up our beaches to allow swimming in our rivers. We also need to consider ways to provide for additional activities to occur in new buildings being built, including private office buildings downtown which perhaps should include day care facilities. This is the

message that I want to get across. With involvement in your community, you will make our neighbourhoods and this region a better place.

CATTERALL: If I weren't optimistic, I would be outside kicking the leaves around instead. I'm terribly optimistic about region and country. But a couple of cautions: there are many people who can't participate in the affluence of our society. The environment is an important issue. I think we're going to find that there are many ways to do what we're doing now that are better for the environment and also cheaper to carry out.

DEWAR: Normally, I'm very optimistic, but I'm pessimistic this afternoon since, after 2 hours we've not come up with more ideas and commitment about how we're going to ensure that the 1993 and 1997 scenarios don't occur. If we continue to be self-serving, we are in for some dangerous times. There are also a lot of people who aren't living very well, on both sides of the river.

CLARK: Our country has to change vastly. I predicted that everyone would have said they are optimistic. At the regional level, we have an infrastructure that needs improving, but we've done a lot about that and more will be done soon, and it will be funded and maintained properly. I think the Region is a success story, frankly.

Politically, things will happen on this side that will benefit both sides. I think that, yes, we will become a black hole, but we're very close to having that critical mass where we will continue to grow, regardless of what the federal government does. I'm not going to worry about any 1997 doomsday scenario, because I think we will, as we have in the past, generate a new and improved kind of partnership out of it.

KETTLE: Canada is leading the way into a post-industrial economy. Ottawa-Carleton could be in the vanguard but has not yet grasped the phenomenon and is not in the lead. It is going to be a time of triumph of the individual. We won't need to consider what the neighbours think. In many ways we have all become more separate. I'm optimistic about the future of this region. With separation, Ottawa-Carleton will do fine, but Hull will become a backwater.

# Part V:
# LIST OF SYMPOSIUM REGISTRANTS
## in order of organization affiliation
## (Speakers, Resource People, Planning Committee members, and staff are listed in Part I: Program)

***(citizen)***
W.O. Driver

***A.J. Robinson & Associates***
Mark Pinet
Andy Robinson
Ed Jones

***A.R. Taillefer Development Inc.***
Jean Paul Taillefer
Luc Faureau

***Air Canada***
Pierre W. Paquin

***Algonquin College***
Fred Brown
Wayne Lewrey

***Amélioration de la Zone Commerciale de Vanier***
Henri Richard
Jean Massicotte

***Ann Galley Conferencing***
Ann Galley Thompson

***Aselford Martin Ltd.***
Jack McGuinty

***B-A Consulting Group Ltd.***
Anthony B. Yates

***Bank of Nova Scotia***
Alice F. Hughes

***Bell Canada***
Ted Blute

***Bell-Northern research***
John Mlacak

***C.M.H.C.***
Dan Guerrette
Claudy Mailly

***C.R.C.S.S.B.***
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***CBC Radio***
Doug Ward

***CCL***
Bernie Martin, PEng.

***Cambridge Leaseholds Limited***
Peter Vansickle

***Campeau Corporation***
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Art Welter
Ian Donnelly
Nancy Meloshe

***Canada Employment Centre***
Ralph E. Meehan

***Canada Post Corporation***
Ed Pollitt

***Canada Trust***
Jack May

***Carleton Board of Education Ramsayville Public School***
Wayne G. White
R. Spreckley

***Carleton University***
Joan Charron
Patrick O'Brien

***Centre for the Hearing Impaired***
L. Pike

***City of Fredericton, N.B.***
Jake Rudolph

***City of Gloucester***
Robert Lafleur
Robin Hughes
Joanne Nesbitt
Harry Allen
George Vadeboncoeur
Les Hegyi
Phil Huntley

***City of Gloucester Police***
Alex Mackie

***City of Kanata***

George Mallay
John Herbert
Robert Hillary
Dave Krajaefski
Judy Hunter

***City of Nepean***

Robert J. Sulpher
Andrea McCormick
Dennis Jacobs
Bill Holzman

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George Brown
Jim Jones
Tim Kehoe

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David S. O'Brien
Linda Black
Janette Foo

***City of Ottawa - Department of Recreation***

Jan St.Amour

***City of Ottawa - Communications***

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***City of Ottawa - Engineering and Works***

David G. Curry

***City of Ottawa - Economic Development***

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Eric McSweeney
Shaun Markey

***City of Ottawa - Housing & Property***

Nancy Hay
Anna Hercz
Saad Hanna
Pierre Crevier

***City of Ottawa - Human Resources***

Suzanne McGlashan

***City of Ottawa - Mayor***

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Catherine Lindquist
Ted Fobert
Tony Sroka

***City of Ottawa - Recreation & Culture***

Pierre Grandmaitre
S.M. Pepper
Leslie Coburn
Terry Gardner
Steve Box
Leo Morissette

***Clarksmith Group of Companies***

Philip J. Perlin

***Commission de Transport de la Communaute regionale de l'Outaouais***

Antoine Grégoire

***Commission de la Capitale Nationale (see National Capital Commission)***

***Communaute regionale de l'Outaouais***

Claudine Brunet

***Conseil Scolaire de Langue Francaise d'Ottawa Carleton***

Michel Poliquin

***Consumers Gas***

Jim Tweedie
Carroll Paquette
Jim Nubel
Paul Abate
Marty Laskaris

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***Council of Women***

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Brian Humphrys
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***Fenco Engineers Inc.***

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Patrick Déoux
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***Ministry of Industry, Trade, & Technology***
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***Ministry of Housing***
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***Ministry of Municipal Affairs***
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***Mississippi Valley Conservation Authority***
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***Mortgage Insurance Company of Canada***
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***Municipality of Halton***
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***Seltzer Organization***
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***Service d'urbanisme, ville de Hull***
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